

**An Analysis of Major Factors Determining Employee
Performance: With Special Reference to Organizational
Environment**

By

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ABSTRACT

The workplace which includes a few components impacts on the performance of the employees play out at their work. An agreeable and comprehensive working environment condition will help the employees' performance consequently boosting the organizational performance. The target population was the employees at the ABC Company to measure their performance. Every organization has a principal goal of achieving the objectives set for the organization and this cannot be achieving without focusing on the employee performance. Therefore, this review suggested that there should be proper impact on Organizational environment that will ultimately lead to better output of the employee performance which can be affected by the physical workplace environmental factors, workplace rewards, management / the leadership styles, training & development programs. A descriptive research design was adopted for this study.

It has used stratified random sampling technique in selecting the employees. This research has utilized primary data which was collected mainly by use of semi structured questionnaire and also by interviews and discussions had with employees and employers. Data was further discussed by using descriptive statistics that has included frequencies, mean scores, standard deviation and percentages in the findings.

From the information that has been gathered, the study concluded that organizational environmental factors that influenced employee performance were reward, management / leadership style, physical environment factors, T & D and work-life balance. The gathered information enhanced the fact that the workers were not happy with the management style and promotions in their organizations. This research gives the idea that this particular organization needs to find out increasingly exhaustive reward frameworks and also they should change the management style to transformational leadership style that is inclusive of all employees. The working states of change management style from autocratic to democratic leadership style that is inclusive of all employees should be enhanced to motivate workers to work. Moreover, the findings emphasized that more there should be more T&D programs for both employees and employers also some more outbound training programs to get over from the distanced relationship they have between each other.

Key Words: *Employee Performance, Organizational Environment, transformational leadership*

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CHAPTER ONE - INTRODUCTION

1.1 Background of the study

The success of any organization depends on the job performance of the employees. The quality work of the employees' performance closely tied to the workplace environment (Heath, 2006). By having an appropriate work environment condition, it helps in reducing the quantity of absenteeism and consequently can expand the employees' performance which will prompt the expanding number of profitability at the working environment. Thus, it is so critical to discover what factors of work environment conditions cause for the employees' performance.

Job performance can be identified as how the employee's behaviours and attitudes which helps them to do the job and also the results that are expected for acceptable job performance (Alder, 2001). Also (Alder, 2001) emphasise that it indicates to the employee what a good job looks like. In order to get high performance from the team members' organization should focus on the impact of organizational environment. Organizational environment plays the major role in every industry in order to perform well. Lack of motivation will lead to dissatisfaction of the employees and they will leave the company and seek for the better opportunities. Then the company must tolerate the labour turn over as well as the absenteeism which costs them. (William et al, 1994) stated that by increasing employee participation the firm will benefit from increased employee productivity and performance due to increased commitment by employee. This explains that the employees' performance is a dependent variable that need to be motivated by the company culture and Human Resource Management in order to get the desired outcome.

As described above the Organizational environment in the company helps to increase the job performance. Therefore, the researcher was able to identify the problems in the ABC apparel company regarding the "Impact of Organizational environment on the job performance of the team members at the ABC apparel company". As a result of emerging opportunities in the country the company should retain their team members by motivating them with different perspectives. (Robing, 1993) stated that the Organizational environment is the readiness of use high level of efforts towards the organization goals and by trained to satisfy some individual needs. (Halepota,

2005) defines the motivation as a personal energetic influence and commitment to achieve the agreed results. However, the Organizational environment n factors are very important for the company to increase their work performance. The company managers are responsible for motivating employees to get the work done. If the motivation decrease it highly affect to the performance of the employees as well as the company profit. And it will lead to a huge loss for the company. Without concerning about the motivation, the management fails to build a good Organizational environment in order to achieve the common goal of the company. Therefore, the company should have a better Organizational environment their employees more effectively to get the work done by them.

At the point when employees have the aspire, physically and emotionally to work, at that point their performance will be expanded. They likewise expressed that having an appropriate working environment condition helps in diminishing the number of absenteeism and thus can expand the performance in the present focused and dynamic business world. The work environment condition that is set up effects worker assurance, profitability and commitment - both decidedly and contrarily (Chandrasekar, 2011). Moreover, Chnadrasekar emphasizes the fact that it can always bring negative or the positive results.

Knowledge and skills in technically complex products, a modernization mindset, and a team driven by a mutual sense of determination towards the accomplishment of the company are the foundations of their progress which contributes towards the preservation of organizational environment. Functioning brilliance, robust systems and procedures, and technical expertise of our people is supported by pioneering creativity in design and development through Design; developing world-class apparel solutions by leveraging synergies across its global design network. Going toward a new phase of digitalization at ABC Company, we predict and develop complex goods with progressive technology and follow through to wholesale production with excellent quality and greater distribution standards. This particular organization is progressively moving into the technology manufacturing space, where wearable electronics are on-boarded into the commerce.

Accomplishing operational brilliance is progressively turning into a key area of focus in the ABC Company. Any of the company which persistently take part in exercises that could enhance profitability and administration to a genuine astounding dimension by maintaining a pleasant

environment. The ABC Company has been there in the industry for a longer period where they could make a significant impact on the industry as well. It has around 2000 employees. This ABC Company belongs to a very dynamic sector where there is a cut throat competition and the employees have faced many difficulties. Moreover, through this study it clearly enhances the fact that the success of any organization can depend on the job performance of the employees where it relies on the organizational environment.

As a result of emerging opportunities in the country the company should retain their team members by motivating them with different perspectives. (Robing, 1993) stated that the motivation is the readiness of use high level of efforts towards the organization goals and by trained to satisfy some individual needs. (Halepota, 2005) defines the motivation as a personal energetic influence and commitment to achieve the agreed results. However, the Organizational environmental factors are very important for the company to increase their work performance. The company managers are responsible for motivating employees to get the work done. If the motivation decrease it highly affect to the performance of the employees as well as the company profit. And it will lead to a huge loss for the company. Without concerning about the Organizational environment, the management fails to build a god relationship between each other in order to achieve the common goal of the company. Therefore, the company should motivate their employees more effectively to get the work done by them.

1.1.1 Employee Performance

Armstrong (2006) characterizes execution as the improvement of evaluated goals. Performance isn't just a matter of what individuals accomplish yet how they accomplish. Performance characterized by Sultana et al. (2012) as the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed. High performance is a stage towards the accomplishment of organizational goals and objectives. An employee performance is profoundly essential for an organization all in all and the people working in it. Organizations require very performing employees to meet their objectives and to convey the products and services they are specialized in and finally to achieve a competitive advantage.

As per the Gruman and Saks (2010), argues that the performance management is an important part of an organizational success, therefore it should be closely monitor. Alder (2001) states that organizations are more interested in monitoring their employees' performance, therefore employees' performance monitoring helps the organization to evaluate whether the organization is receiving what it is paying for. The performance can be measures through different indicators such as, profit, revenue, and shareholder value, growth in sales, size, share price and market price. Per the Blinder (1990) believes that employees usually impress that profit sharing and gain sharing are good for personal effort, company growth and productivity and for the company atmosphere. It has been observed that upgraded performance can enhance the job satisfaction as well as the employee performance, however there is no automatic and invariant relationship between these two (Katzell, 1975) Senyucel (2009) argues that an employer cannot take the employee commitment for granted, but have the potential to put in high effort to accomplish. The company will be benefit from the increased employee productivity and performance by having employee participation due to high employee commitment (William et al, 1994). This shows that the employee performance is a dependant variable that need to be motivated by the company philosophy and HRM to produce anticipated results.

Employee performance is the mutual result of effort, ability and awareness of tasks. The factors that impact the dimension of employee performance are inspiration, capacity and chance to revenue an interest (Armstrong, 2009). He sees performance as a component of capacity and inspiration. There are various variables that influence employee performance, the working environment condition impacts most their dimension of inspiration subsequently their

performance. Many findings portray a few variables towards the achievement of representatives' execution. These variables incorporate physical environment, equipment, meaningful work, performance expectation, feedback on performance, bad system among others. He includes that, to have a standard performance, employers need to complete the employees undertaking on track to accomplish the organizational objectives.

1.1.2 Work Environment

As per the workplace can be characterized as the environment in which individuals work that incorporate physical setting, job profile, culture and situation of the market. Every perspective is entomb connected and impacts on employees by and performance and productivity. It is the nature of the employees' working environment condition that most effects on their level of inspiration in their performance. Workplace can be thought of essentially as the environment in which individuals work. It is simple as that envelops the physical setting (e.g. heat, equipment), of the job itself (e.g. workload, task complexity). He includes that it additionally incorporates more extensive organizational highpoints (e.g. culture, history) and even portions of the external organizational position (e.g. local labor market circumstances, industry division, work life stability)

Employees will dependably be battled when they feel that their quick condition states are couple with their commitments. Chandrasekhar (2011) states that the kind of working environment condition in which representatives work decides if organizations will succeed. The workplace environment condition comprises of physical factors which incorporate the workplace conditions and structure among different elements; while the psycho-social factors incorporate working conditions, role congruity and social support. Different aspects of the working environment condition are the arrangements which incorporate business conditions. A better physical workplace condition helps to develop employees' performance.

Employees in numerous organizations are experiencing with working issues identified with the organizational environment and physical factors. It has been contended by Pech and Slade (2006) that employee separation is expanding, and it has turned out to be critical to make working environments that emphatically impact workforce. Employees' comfort on the job, controlled by workplace conditions and environment, has been perceived as a vital factor for estimating their productivity. In the present dynamic and focused business world, a healthy workplace environment makes good business sense. Directors ought to not simply concentrate on the workers' compensation with the assumption that it is proportionate to performance. Organizations considered as a positive work environment will have a competitive edge over the others.

1.1.3 The apparel industry in Sri Lanka

The apparel industry in Sri Lanka is an important funder to the economy of the country and has produced a substantial amount of employment over the past two years. The Sri Lankan apparel industry has been a biggest export revenue earner for the past 30 years and contributes for more than half of the total exports made by the country. The textile trade in Sri Lanka has been expanding rapidly around the Colombo Port and Airport region as exports constitute a vital part of the apparel trade market share. The history of clothing industry in Sri Lanka can be outlined back to the 1960s when it was primarily concentrated on giving textiles and clothing on a domestic scale. Although, the apparel trade in Sri Lanka commenced healthy only after the liberalization of the economy in 1977. ABC apparel Company is a huge manufacturing company in Sri Lanka where there are hubs and plants all over the world. Under this giant organization, ABC Apparel Company is one of the main clusters and it has 8 plants in Sri Lanka. This company is situated at Ratmalana and it controls all these plants of the cluster. The Sri Lankan apparel industry is primarily driven by factors such as proximity to major clothing and textile importing countries coupled with the accessibility of low-cost labor. According to a publication by the World Bank, the annual exports made by the textile trade in Sri Lanka is projected to be more than \$4.8 billion and is observed as one of the best clothing export destinations in the Asia Pacific region for its consistency, quality, and lead time. The Government of Sri Lanka has also taken numerous initiatives to augment the apparel industry market share in comparison to previous years and made large investments to enhance the innovation and sustainability. The clothing trade in Sri Lanka bares up for more than 30% of the total employee engagement for all the manufacturing industries island wide and establishes over one-third of the industrial production for the country every year. The apparel trade in Sri Lanka encompasses more than a thousand garment factories within the country and the numbers are likely to go complex in the next five years with the technology development and the experience to the advanced technology with the enthusiasm to embrace it with the tick of the clock (Jha, 2018).

1.2 Research Problem

There are numerous factors that can effect towards the employees' performance in the organization. Work environment condition assumes a fundamental job towards employees' performance and efficiency in any association (El-Zeiny, 2013). Giving a decent working environment condition builds employee performance in or ganizations. At the point when employees are working in circumstances that suit their physical and mental capacities, the right fit between the individual and work undertaking is practiced. Employees are then in the ideal circumstance for getting the hang of, working what's more, accomplishing. Workplace contains the totality of powers and compelling variables that are at present or possibly fighting with the employees' activities and performance. There are enter factors in the work environment condition that could give an extraordinary effect towards the inspiration and performance level. The business condition is winding up extremely focused, dynamic and complex. The executives ought to along these lines discover approaches to guarantee that work environment condition is sufficiently favorable to empower employee performance in request to stay focused. In the ABC company, there is ferocious rivalry; the business is confronted with the test of pulling in, holding and persuading the employees. These workers are looked with a bunch of issues in connection to their workplace. This is particularly in terms of the working hours, mobility at the workplace and compensation. So as to come to their hierarchical pinnacle execution, the versatile organizations must have the capacity to make a working environment condition where representatives are propelled to work. Boles et al. (2004) express that when representatives have physical and enthusiastic want to work, at that point their execution will be expanded.

Exact examinations done incorporate Mr. Maduranga (2018) who took a gander at the Effect of Workplace environment on Performance of ABC Company Employees and the discoveries demonstrated that psychosocial aspects are an important factor in improving the performance of employees than the physical workplace elements and work life elements. The discoveries demonstrated that just director bolster isn't serious towards the employees' performance while work help and physical working environment condition had a huge relationship towards workers' performance. The discoveries uncovered that there is huge connection between workplace and occupation performance in libraries.

This research empowers the researchers to recognize the impact of organizational environment on employee performance in the ABC clothing organization. In the wake of looking through the writing on the subject impact of organizational environment, it is seen that there is absence of studies directed on this area contrast with other industries. Therefore, this study will help to gather more details on this area.

Likewise, through this research you can recognize the issues in ABC Apparel Company in regards to the impact of organizational environment on employee performance as indicated by the reports and documents of Human Resources Department and discussions with the managers and employees.

The below chart illustrates the job performance of the team members for the past 5 years.

Year	2012	2013	2014	2015	2016
Budgeted	60%	70%	80%	85%	90%
Actual	30%	55%	68%	70%	75%

Table 2.1: Performance level of past 5 years, Source: Company HR Department Data

Through the information given above, it is crystal clear that the organizational environment has affected on the employee performance in the ABC clothing organization.

However, in this ABC company, as they have notice the problematic areas they are going to focus on reducing the issues that might affect the organization in a negative way. Therefore, they are working on how to motivate the employees and retain them which will finally let the employees to obtain a better environment for them to work within the organization. This might help the organization to receive positive feedback from the employees as well and better performance from the employees.

1.3 Research Objectives

The general objective of the study is to analyze the relationship between the organizational environment and employee performance.

The specific objectives are;

- I. To analyze the positive relationship between organizational environment and employee performances.
- II. To examine the dimensional perspectives of organizational environment and employee performance.
- III. To measure the level of employee performance affected by the environment of ABC company.
- IV. To provide recommendations to improve employee performance of the ABC company.

1.4 Significance of the research

This chapter offers the theoretical framework upon which this learning is grounded. Numerous factors of the workplace environment that effect employee performance have been discovered. Moreover, this report reviews literature from other scholars on similar studies.

The study will enable management in the ABC company to find ways to create an enabling workplace environment to employees in order to motivate them to perform. It will enlighten the employers on the various workplace environment factors that may affect employee performance and hence the necessary improvements. Policy makers in the ABC company will obtain knowledge about the aspects of workplace environment that affect performance. They will consequently get a head start on conveying the suitable policies that enhance favorable working environments.

The study will augment to existing literature on workplace environment and the aspects that impact employee performance. Scholars in Human Resource training can use the study as location for further research on the topic or associated topics. Workplace environment causes such as lighting, noise, communication and psychology support are said to have important impacts on employee morale in which may affect their work productivity. Also, disagreeing workplace environment counting poorly planned workstations, unsuitable office furniture, shortage of ventilation and

unsatisfactory safety procedures are also donors of occupational illnesses. Some researches verified that workplace environment factors give important impact on the respondents' job where it shows build relationship between both. Prior research also recommended that, employee's job performance level will be dependent on the factor of workplace environment. Thus, when the workplace environment is unsuitable, employee productivity and performance will also deduct.

The present study proposed that, workplace environment and respondents' gender may be deliberated as factors that impelling the level of job performance. The practice of good workplace environment may bring profits to the organization, where it may boost employees to produce positive behavior while at the same time avoiding from disloyalty and dissatisfaction. However, neglecting the aspect may result in significant losses for workers as well as the organization. Employers precisely, should confirm they have provided the suitable means of good and agreeable workplace environment to employees to allow them possess required level of job performance for the purpose of fetching the monetary or non-monetary profit to the association.

With the discussions had with the Human Resources Department of the company it is evident that the impact of Organizational environment on job performance of the team members is a need in some areas of the operation level employees. This issue gives the disadvantages for the company overall production efficiency. Therefore, it is important to study this are for the betterment of the organization as well as academic purposes. Because the study helps to understand the impact of Organizational environment on job performance of the team members and, it helps to find out possible solutions for the impact of Organizational environment which increase the job performance. When considering about the impact of motivation on job performance of the working environment which impact on the job performance and to identify the issues to provide suitable recommendations to improve, because it directly effects to the stability, development and cost effectiveness of the company. ABC Apparel Company has different motivational techniques but still not work for team members to perform well. Furthermore, the company can recognize the most important factors that cause to increase the job performance of the employees in this ABC Company under its Organizational environment, so that the company management can focus on the research findings and it will help the company to be more success. Also, management in the apparel industry can use this study to understand a better development and the Human Resource aspect from the findings of the study.

CHAPTER TWO -LITERATURE REVIEW

2.1 Introduction

This chapter gives the theoretical framework whereupon this research is grounded. Different elements of the working environment condition that influence employee performance have been investigated. The chapter also reviews literature from other scholars on comparable investigations.

2.2 Theoretical Foundation of the study

Many theories have been progressive to The Affective Events Theory and the Two Factor Theory. Clarify the link between workplace environment and employee performance. The study is grounded on two theories i.e. The Two Factor Theory and The Affective Events Theory.

2.2.1 Herzberg Two Factor Theory

The Two Factor Theory was progressed by Frederick Herzberg in 1959. This research is grounded on this hypothesis that has been investigated by different researchers to clarify the connection between work environment condition and employee performance. Herzberg characterized two arrangements of components in choosing employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2007). He expressed that motivation factors are intrinsic factors that will build employees' job satisfaction; while hygiene factors are extrinsic factors to keep any workers' disappointment or dissatisfaction. The theory called attention to that improving the environment in which the activity is performed persuades workers to perform better.

These elements depict the job environment/situation. The hygiene factors symbolized the physiological needs which the people needed and expected to be satisfied. The hygiene factors include:

- Pay - The compensation or pay structure ought to be suitable and reasonable. It must be equivalent and competitive to those in a similar industry in a similar space.
- Organization Policies and administrative approaches - The organization strategies ought not be excessively inflexible. They ought to be reasonable and clear. It should incorporate adaptable working hours, clothing standard, breaks, excursion, and so on.

- Fringe benefits - The workers ought to be offered health care plans (mediclaim), benefits for the relatives and family members, employees assistance programs, and so forth.
- Physical Working conditions - The working conditions ought to be sheltered, perfect and sterile. The work types of gear ought to be refreshed and well-kept up.
- Status - The workers' status inside the association ought to be familiar and retained.
- Interpersonal relations - The relationship of the employees with his friends, bosses and subordinates ought to be fitting and satisfactory. There ought to be no contention or embarrassment component present.
- Job Security - The association must give professional stability to the employees.

Herzberg's hypothesis focuses on the significance of internal job factors as motivating forces for employees. He needed to make the open door for employees to participate in arranging, performing and assessing their work (Schultz et al., 2010). The content of the theory has been generally acknowledged as significant in motivating employees to give their best in associations. Further research has demonstrated that the worker is progressively motivated by intrinsic factors as caught by Herzberg's helper needs than everything else.

As indicated by Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive fulfillment. These variables are intrinsic to work. These elements inspire the workers for an unrivaled presentation. These components are called satisfiers. These are elements engaged with playing out the activity. Employees discover these variables characteristically fulfilling. The motivators symbolized the mental needs that were seen as an extra advantage. Motivational factors include:

- Recognition - The employees ought to be appraised and perceived for their achievements by the supervisors.
- Feeling of accomplishment - The employees must have a feeling of accomplishment. This relies upon the activity. There must be a product or something to that affect in the activity.
- Growth and promotional opportunities - There must be development and progression openings in an association to rouse the employees to perform well.
- Responsibility - The employees must consider themselves in charge of the work. The supervisors should give them responsibility for work. They ought to limit control yet hold responsibility.

- Meaningfulness of the work - The work itself ought to be important, intriguing and trying for the worker to perform and to get spurred.

There are anyway different schools of believed that share an alternate conclusion from Herzberg's. One such scholar is King (2005) who tried to eradicate and evaluate five distinct versions of the Two Factor theory. He presumed that two forms are invalid as they are not supported by any observational investigations. However, the two factor theory can be said to be a truly outstanding specimen for it to last a long period of time without objection. It has been an extraordinary impact on the body information about working environment motivation and performance. It has produced a lot of further research by numerous researchers. It draws its idea from Maslow's well known hierarchy of needs theory and human behavior. Anyway because of changes in organizational environment and the headway in innovation, it is important to grow new techniques for analysis. This will give better approaches for leading exploration and reevaluating the consequences of existing discoveries.

2.2.2 Affective Events Theory

The theory was progressed by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory clarifies the connection between employees' internal influences and their responses to episodes that happen in their workplace that influence their performance, organizational commitment and job satisfaction. It suggests that positive-actuating as well as negative emotional occurrences at work have significant psychological impact on employees' job satisfaction. The effect results into enduring responses displayed through job satisfaction, organizational commitment and job performance.

As per Ashton-James and Ashkanasy (2005) research to date has bolstered the focal precepts of AET that work environment occasions trigger affective responses in employees and that these emotional reactions impact work environment insight and conduct. They state that AET is both observationally and theoretically, confined to occasions that internal to the organization. The theory likewise thinks about how explicit occasions at work other than employment qualities lead to explicit emotional and behavioral responses (Briner, 2000). He places that these occasions or

things that really occur at work influence the well-being of employees thus affecting their performance.

Cognitive appraisal theories say that individuals endeavor to make importance of work occasions. The significance of the occasions at that point sets the phase for passionate responses to the occasion. There are numerous speculations on how individuals evaluate meaning, yet the general thought is that each circumstance has a significance hidden the occasion and those implications are touched base at by an individual's understandings of the circumstance. Various examinations of circumstances lead to various feelings and afterward practices among people. People underscore diverse examination forms when doling out significance to an occasion, and that is the reason people can have distinctive passionate responses to a similar circumstance (Phua, 2012).

The process of appraising is frequently viewed as a two-advance model. The initial step, normally named essential evaluation, incorporates a few components, yet the fundamental thought is how much an occasion is harmonious or incongruent with one's objectives, dispositions, values, etc. In the event that an occasion is viewed as compatible, it is doled out a positive esteem, and if incongruent, the occasion is seen adversely (Phua, 2012). The essential examination instruments are worried about whether an upgrade has to do with an individual's prosperity, which prompts a fundamental task of "good" and "terrible" names. In numerous occurrences, the essential examinations allot enough significance to the wonder to evoke a powerful reaction. Instances of these full of feeling reactions can be sure feelings, for example, love and help, yet in addition incorporate negative feelings, for example, dismay and uneasiness. A more full model with work environment conduct results may be one's PC cold up, which may lead one to hit it out of disappointment by means of essential evaluation, as just an "awful" mark has been put on the occasion and the response is prompt without subjective variables adding to the conduct (Briner, 2000).

The secondary appraisal comprises of all the more subjectively determined procedures, for example, future desires or memory, notwithstanding the essential examination. Numerous feelings happen just when optional evaluations occur related to the essential examination. A case of a negative feeling that requires the two phases is outrage. A positive feeling that requires the optional phase of examination is bliss. In the two cases (outrage and joy), the feeling is focused at a particular circumstance and not a general full of feeling reaction, similar to the case with essential

evaluations. As it were, auxiliary evaluations lead to the task of increasingly complex importance to the occasion; never again is the circumstance simply "great" or "terrible." Once that more prominent significance is allocated to an occasion, a discrete feeling at that point rises that impacts one's conduct related to present place of employment demeanors. So in the case of a PC solidifying up, rather than hitting it promptly in an unadulterated full of feeling response, the individual would stop for a concise minute and the occasion would be assessed in two phases, first in the event that the occasion is positive or negative by means of essential evaluation, and afterward adding other data to manage the circumstance through auxiliary examination. Emotional occasions hypothesis recommends that if work mentalities are certain, one probably won't hit the PC and would rather set aside the effort to call a specialist for assistance. In the event that frames of mind are negative, one may in any case simply hit the PC (Briner, 2000).

The secondary appraisal process that prompts judgment-driven conduct is increasingly deliberative and expects people to take additional time (despite the fact that it could be just a couple of moments) to dole out the incentive as contrasted and essential evaluations and influence driven conduct. Essential examinations that lead to influence driven practices are not totally perception free, in spite of the fact that they are progressively programmed responses. Be that as it may, if the quality of the underlying evaluation and the following passionate response is strong enough, the essential examination and the influence driven reaction can keep going for quite a while (Phua, 2012).

For each occasion, the potential reactions of a person to a given boost may at first appear to be perpetual, yet once an individual assesses the circumstance, the conduct decisions become limited dependent on the individual's full of feeling responses. Until this point in time, there is little research on what kinds of conduct result from the various ways. In any case, by definition, influence driven practices ought to be hastier and less controlled than judgment-driven practices, which consider more factors before a conduct is sought after. Along these lines, influence driven practices ought to upset occupation execution in view of their possibly increasingly rough social nature, just as their capacity to draw psychological assets. Judgment-driven practices likewise ought to diminish work execution, since they decrease time spent on employment errands just as draw mental assets from those undertakings (Briner, 2000).

2.3 Factors that Affect Employee Performance

Employee performance at the workplace. These factors can effect performance of employees individually and collectively. They can also have either positive or negative influence on employee performance.

2.3.1 Motivation

Dessler (2001) characterizes motivation as the power of an individual's desire to take part in some movement. Motivation can be intrinsic or extrinsic. Extrinsic motivation refers to the external factors which can be estimated in money related terms for example compensation and benefits, promotion and disciplinary. Extrinsic motivation has quick and incredible impact yet does not keep going long. Intrinsic motivation refers to external factors for example responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivation keeps going longer since they are worried about nature of working life. Nel et al. (2001) affirm that a motivated person has the awareness of specific objectives that must be accomplished in explicit ways; in this way his endeavors are coordinated at accomplishing such objectives.

Latham G (2011) defines motivation as a psychological process that gives a person to satisfy unsatisfied needs. Today the modern industries are in a need of higher levels of skill sets and industry based knowledge. Therefore, it is very difficult for the employers to force employees to reach their maximum effort industry standards. Due to this reason motivation plays an important role by making a psychological bond with the employer which helps the employees to be more productive in order to fulfil their unmet needs. Mitchell (1982) also defines that motivation is a psychological process that causes the arousal, direction and persistence of voluntary actions that are goal oriented. According to the Greenberg and Baron (2000) divided the definition into three main parts. Firstly, it looks at the stimulation that deals with the initiatives or the strength behind an individual action. People directed their interest by making good impression on others, doing interesting work and being successful in the work they do. Secondly it refers to the choice people make and the direction their behavior tasks. The last part deals with sustain behavior by defining how long people have to keep it up in order to meet their goals.

As per Mullins (2006) motivation is a key fixing in employee performance and profitability. In spite of the fact that individuals may have clear work targets, the correct aptitudes and steady

workplace, they won't complete the work without adequate motivation to accomplish those work goals. He included that motivated employees are eager to apply a specific dimension of exertion, for a specific measure of time, toward a specific objective. Inspiration speaks to the mind boggling powers and needs which give the vitality to a person to play out a specific errand. A motivated employee is constantly aware of the objective to be accomplished and coordinates his endeavors towards achieving it. Alongside discernment, character, frame of mind and learning, motivation is a significant piece of getting conduct. characterizes inspiration as, "a procedure that begins with a physiological insufficiency or need that initiates a conduct or drive that is gone for an objective impetus". express that in a framework sense, inspiration comprises of these three connecting what's more, associated components, i.e., requirements, drives, and motivating forces. It is a firm conviction of the board specialists that, authoritative objectives are unattainable without suffering responsibility of the individuals from the association. Inspiration is a human mental trademark that adds to an individual's level of responsibility. Inspiration alludes to the goals of accomplishing an objective, set apart by an objective coordinated conduct. When we allude to somebody being propelled, we infer that the individual is making a decent attempt to execute a specific undertaking. Be that as it may, inspiration alone can't get the job done what we require to perfect that task with most extreme effectiveness. Capacity – having the expertise and information to play out that assignment is likewise huge in such manner. Now and then it turns into the determinant of adequacy (Mitchell,1982).

2.3.2 Organizational Culture

Organizational culture is an arrangement of shared convictions about what behaviors are important and about feeling and relationships internally and externally (Purcell et al., 2003). It can upgrade employees' performance if what continues it very well may be comprehended. Along these lines, the way of life of an association familiarizes workers with the company's history just as present techniques for activity that manage representatives on expected and acknowledged future authoritative practices and standards. Organizational culture furnishes a structure concerning the conduct of employees in their working environment. Contingent upon the kind of culture that is made in an organization, it can have a positive or negative impact on worker execution. How about we take a gander at a couple of organizational circumstances that outcome in either positive or negative representative execution.

An organizational culture where employees are viewed as an essential part of the development procedure of the organization encourages worker duty towards the association. They adjust their objectives and targets to those of the association and feel in charge of the general prosperity of the organization. As their efforts are valued by the administration and appropriately compensated, they have huge occupation fulfillment. In such hierarchical societies, the workers are focused on accomplishing their objectives and subsequently positively affect the general execution of the association.

In associations where managers are not facilitators but rather taskmasters, employees live with dread and doubt and work is only a bleak errand. Since they are not associated with the in general hierarchical objectives, they don't comprehend the ramifications of their undertakings and subsequently may not be focused on accomplishing them. An organization where there is no collaboration between various offices winds up having employees working in storehouses or progressing in the direction of undermining the endeavors of different divisions which is unfavorable to the general strength of the association.

Organizational culture to a huge degree decides the presentation of the workers. Consequently, it is in light of a legitimate concern for organizations to take out negative factors that hinder representative presentation so as to encourage a positive work environment condition or a positive organizational culture. Bullach et al. (2012) place that the impacts of organizational culture can be abridged as; knowing the way of life of an organization enables representatives to comprehend

both the organization's history and current strategies for activities. Besides, organizational culture can encourage duty to the association's logic and qualities. Thirdly, organizational culture, through its standards, serves as a control mechanism to conduit behaviors towards preferred behaviors and lastly, certain types of organizational cultures may be related directly to greater effectiveness and performance than others.

2.3.3 Organizational Commitment

Organizational commitment is a circumstance whereby a worker is in accordance with a particular organization just as with the objectives and wishes to keep up enrollment in the organization (Robbins and Judge, 2001). Studies have appeared between Organizational commitment was essentially connected with profitability in Auto Component Industry. Riketta (2002) brought up that the Organizational commitment greatly affects practically all practices identified with the organization like; remaining with attendance and performance.

Past examinations gave uncertain proof on the connection between hierarchical organizational commitment and employees job performance. For example, Negin, Omid and Ahmad (2013) analyzed the effect of hierarchical responsibility on worker's job performance among the Malik bank staff. The outcome uncovered that hierarchical job performance; full of feeling, regularizing and consistent have positive and noteworthy association with employee's job performance. Qaisar, Rehman and Suffyan (2012) additionally investigated the impacts of organizational commitment (affective, normative and continual) on workers' exhibition among Pakistan Police officers. Aftereffects of the measurable investigation showed that organizational commitment (affective, normative and continual) were together and freely

anticipate officers' presentation. A study conducted by Chughtai and Zafar (2006), among university teacher of Pakistan concluded that organizational commitment dimensions; affective, normative and continual have positive and significant relationship with employee's performance. In the same line, Suliman and Lles, (2002) explored the nature of organizational commitment in three industrial units in Jordan by using employees' job performance and five demographic variables. Their research revealed that that organizational commitment comprises three-

dimensional concept. The findings also uncovered a positive relationship between commitment (all the three dimensions) and job performance. Khan et al. (2010) also conducted a research on employees working in oil and gas sector of Pakistan and found positive and significant relationship ($r=0.218$, $p< 0.001$) between organizational commitment dimensions and performance.

Organization commitment relates with critical factors, for example, improvement of working efficacy, job movement reduction, and more satisfaction both in organizational and professional levels (Elias, 2005). Related studies have appeared more elevated amounts of responsibility in workers result in satisfaction and motivation and diminishing the likelihood of leaving the association (Huang, 2006). Besides Organizational commitment most likely influences working practices of employees, for example, their observable attitudes, the judgments of ending, and their involvement in professional groups. Organizational commitment relates with positive practices which are valuable for the organization. A submitted worker will in general keep on his enrollment and emphasizes tremendous effort not because of his own advantage but for the belief that he must act in this method because that is what is anticipated of him.

2.4 Workplace Environmental Factors

The workplace environment comprises of numerous factors that are imperative elements of employee performance (Lambert, 2001). These factors may positively or negatively helps to achieving maximum employee performance.

2.4.1 Physical Workplace Environmental Factors

Ismail et al. (2010) opine that the states of physical workplace environment condition impact the employees' capacities and it will decide the well-being of organizations. They include that the physical workplace incorporates the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The physical work environment condition factors additionally include lighting (both artificial and natural), noise, furniture and spatial layouts in workplaces (Vischer, 2007). The physical working environment condition incorporates comfort level, ventilation and warming, lighting. These features highlights help on functional and aesthetic side, the decor and design of the work environment condition that eventually help improve the employees' understanding, experience and require better performance.

Jung and Kim (2012) stated that good working environment can increase employee job satisfaction as well as the employee organizational commitment. Therefore, the employees tend to provide their best which can increase the employee work performance. Opperman (2002) identifies that there are three major sub environments such as technical, human and organizational. These are basis for to achieve higher productivity. Moreover, McCoy and Evans (2005) emphasises that elements of the working environment need be in a proper manner so the employees will not be stress while engage in the work. Amir (2010) stated that office layout and the office comfort are the major elements. Cheng et al. (2013) stated that there were indications of controlling effects of age on the relation between psychosocial work condition and health. Roelofsen (2002), concluded that working environment decreases complains and absenteeism which increasing the efficiency. However, Dawes (1994) approved that the link between employee and the environment might not perfect because the employee may choose the wrong career or the management hire the wrong applicant. Some researchers also found that some factors in the working environment are not up to the standards and it will reduce the job performance of employees. The comfort level and temperature likewise significantly impact health of employees. Niemela et al. (2002) discovered

that there is decrement in work performance when temperatures are high, and low temperature has connection to performance of manual undertakings. Office design urges employees to work with a particular goal in mind by the manner in which their work stations are fabricated. Spatial designs contribute a great deal towards how the employees play out their tasks (Al-Anzi, 2009). Closed office floor plan, which may comprise of every employee having their very own different office or a couple of individuals in every office, permits workers a greater amount of privacy than open arrangement office design. It enables employees to work in harmony and calm, keeping them concentrated on their tasks without a great deal of distraction. It also offers workers a thinking frame and creativity without much distraction. As per McCoy and Evans (2005) the components of physical workplace should be legitimate with the goal that the employees would not be stressed while carrying out their responsibility. Physical components assume an essential job in building up the system and connections at work. All things considered, the physical workplace should support the desired performance. Vischer (2008) focused on that favorable working environment condition ought to be organized as it offers help to the employees in doing their jobs. It ought to be sufficiently helpful to empower support the desired performance.

2.4.2 Workplace Reward

Rewards can be financial and non-financial (Luthans, 2000) and they can be used decidedly to upgrade employee performance. Rewards can also be intrinsic or extrinsic. Intrinsic rewards are characteristic in the activity itself alongside what the representative appreciates because of effectively finishing an errand or achieving his tasks. Extrinsic rewards then again are external to the task of the job, like pay, work condition, fringe benefits, security, and contract of service. Below points emphasize some ways that an organization can offer the rewards to the employees in order to make them satisfy with the organizational environment.

- Performance-Based Incentives

An organization can upgrade you workers' inspiration is by characterizing their errands and connecting compensation based motivating forces to a specific dimensions of performance. Among differed sorts of performance based motivator plans, yearly reward remuneration is genuinely normal. Numerous associations work such a program for their representatives,

especially mid-level administration representatives, where representatives get a level of their yearly pay rates as a little something extra.

- Employee Recognition and Awards

You likewise can utilize non-monetary rewards to rouse employees. For instance, employees' acknowledgment satisfies the mental needs and wants of workers. Plans, for example, "deal person of the month" or "worker of the year" testaments help support resolve as you perceived the representative for his remarkable endeavors. Grateful criticism from administrators and supervisors additionally fill in as worker acknowledgment and lifts resolve.

- Ownership and Profit-Sharing Options

Many times, because executives and upper-tier management are responsible for the organization's foremost affairs, incentive plans at this level involve a higher sense of goal congruency between these employees and the organization. Therefore, you can adopt profit-sharing and stock options, using the element of ownership to motivate and enhance the employee's performance. Employees who believe they are part owners of the company may become more efficient and productive because they believe the company's successes are their own.

- Keeping Employees Needs in Mind

The significant objective of an association's reward framework is to keep its representatives inspired with the goal that they consistently perform better at their undertakings. The speculations of inspiration by different specialists, for example, Herzberg and Maslow state one thing synonymously: The physiological and mental needs and wants of workers must be met and kept up to keep them roused. A reward system can impact employee performance it can build employee performance by enhancing employee skills, knowledge and abilities so as to accomplish organizational objectives (Ajila and Abiola, 2004). Studies have uncovered that if an association neglects to compensate workers, it will decrease employee performance and that an effective reward system can be a good motivator but inefficient reward system can prompt demotivation of workers as far as low performance internal conflicts, absenteeism, high turnover, lack of commitment and loyalty and lateness (Heng, 2012). Associations in this manner need to set up proficient reward systems that upgrade worker employee performance achieving organizational objectives.

2.4.3 Management / Leadership Style

The advancements and changes made by people and gathering are related with the presence of a leader. Each manager utilizes a specific initiative leadership style which significantly affects worker spirit or the morale. Thus, the employee morale will influence their performance. Storey (2004) affirms that transformational leadership style which is made out of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration is a standout amongst the best leadership styles. These components of transformational leadership give high performance and impact highly on employee satisfaction.

According to several reasons Krackhardt (1981), indicated that the supervisory role is a key to the employee performance. Supervisors control the degree of structure, ambiguity and conflicts of the work. Apart from that they provide feedback which are formal and informal to the employees who work under them. Levinson (1965), noted that employees tend to view activities by managers of the organization as movements of the company itself. Rabey (2007) stated that supervisors are trainers for employees who will guide them to do their job operations. To gain employee performance both the supervisor and employee needs to perform their parts with the relationships and it will lead to better outcome to the performance from the employees (Blau, 1964). However, Barth et al. (2001) suggested that there is no statistically important relationship between the supervisor and job performance.

There is also pragmatic oriented leadership which emphasizes on leadership of equality and fairness between the pioneers and subordinates. All individuals from the association have equivalent and same law, data and point of view and the job of the pioneer is encouraging the development of the association (Duckett and Macfarlane, 2003). This sort of leadership is best. Successful leadership is in this way exceptionally essential for the adequacy of any organization and employee performance. Leadership style influences a scope of elements, for example job satisfaction, performance turnover intention and stress and so contributes to organizational success. Managers need along these lines to embrace suitable leadership behavior so as to improve employee performance.

Therefore, the leadership style that has been implemented in the organization can have a profound impact on the success or failure of your small business. Leadership styles affect everyone from senior management to the newest college intern. They create the corporate culture that influences

the organizational environment and its performance. Leadership isn't just about making decisions. Leadership styles affect everyone from senior management to the newest college intern. They create the corporate culture that influences the organization and its performance.

2.4.4 Training and Development

Armstrong (2006) states that development is an unfurling procedure that empowers individuals to advance from a current situation with understanding and ability to a future state in which higher-level skills, knowledge and competencies are required. It appears as learning activities that plan individuals to practice more extensive or expanded responsibilities. Tzafirir (2005) says that training is a vital component in delivering the human capital. It gives employees the skills, abilities and knowledge required by the post. The goal of training is to achieve a change in the behavior of those trained. This implies the trainees will obtain new manipulative skills, technical knowledge and skills on the job in such a way as to aid in the achievement of organizational goals.

Training and development are very vital in any company or organization that aims at progressing. This includes decision making, thinking creatively and managing people. Training and development is so important because

- Help in addressing employee weaknesses
- Improvement in worker performance
- Consistency in duty performance
- Ensuring worker satisfaction
- Increased productivity
- Improved quality of service and products
- Reduced cost.
- Reduction in supervision.

Training need is any shortfall in employee performance, or potential performance which can be remediated by fitting preparing. There are numerous methods for conquering insufficiencies in human performance at work, and training is one of them. Employee performance might be viewed as the after effect of consistency among training and development and organizational goal.

In order to guarantee that our workers are furnished with the correct sort of abilities, information and capacities to play out their appointed errands, training and development assumes its critical job towards the development and accomplishment of our business. By picking the right sort of preparing, we guarantee that our workers have the correct aptitudes for our business, and a similar should be constantly refreshed in the follow up of the best also, new HR rehearses. To meet present and future business requests, training and development procedure has accepted its vital job and in such manner few examinations by Stavrou et al's. (2004) and Apospori, Nikandrou, Brewster and Papalexandris' (2008), have achieved much significance as these feature the T&D rehearses in cross-national settings. Apospori et al. (2008) had derived that there is a significant effect of training on organizational performance. Uniquely in contrast to these examinations, Cunha, Morgado and Brewster (2003) were the main ones who couldn't decide the effect of training on organizational performance, and recommended that another investigation on analysis of this relationship was required.

2.5 Workplace Environment and Employee Performance

Different studies have been completed on working environment condition as a factor that decides employee performance. In his study, Tamessek (2009) dissected the degree to which employees see their work environment condition as fulfilling their intrinsic, extrinsic, and social needs and their need to stay in the organization. He likewise examined the effect of impression of working environment situations on employee commitment and turnover in the organization, he reasoned that if the employees are given empowering workplace environmental support, they will be exceedingly satisfied and show high level of commitment towards their organization and hence low turnover rate.

Jung and Kim (2012) stated that good working environment can increase employee job satisfaction as well as the employee organizational commitment. Therefore, the employees tend to provide their best which can increase the employee work performance. Opperman (2002) identifies that there are three major sub environments such as technical, human and organizational. These are basis for to achieve higher productivity. Moreover, McCoy and Evans (2005) emphasises that elements of the working environment need be in a proper manner so the employees will not be stress while engage in the work. Amir (2010) stated that office layout and the office comfort are the major elements. Cheng et al. (2013) stated that there were indications of controlling effects of age on the relation between psychosocial work condition and health. Roelofsen (2002), concluded that working environment decreases complains and absenteeism which increasing the efficiency. Senyucel (2009) argues that an employer cannot take the employee commitment for granted, but have the potential to put in high effort to accomplish. The company will be benefit from the increased employee productivity and performance by having employee participation due to high employee commitment (William et al, 1994). This shows that the employee performance is a dependant variable that need to be motivated by the company philosophy and HRM to produce anticipated results. Schmid (2006) emphasis that the employee performance enhanced when the managers will closely be monitoring and feel more comfortable to deal with the issues that arise among the workers. Employees feel valued and satisfied by appreciation, rewards and feedback facilitate. Employees who consider as valued by the company are more satisfied, creative and more devoted (Bauer, 2000). Employee performance reflects the managers that they deal with. HR policies and practices will also increase the employee performance in a certain way (Kuvaas & Dysyik, 2010). Leadership plays a main role when dealing with employee performance. Therefore,

managers must obtain the leadership skills from the employees to do well and meet up the performance. Abbas & Yaquob (2009) states that there is a positive connection between leadership and employee performance. Positive organizational behaviours increase the employees' performance. If the positive organizational behaviour practiced the employees are highly satisfied and committed to their work and it is not only satisfying employees but also provides a positive guide to the environment which create better organizations (Ramlall, 2008). According to the above statement it clearly shows that the employee's performance is linked with the employee commitment. Without commitment performance is not meaningful. If the employee commitment is in low level, then the satisfaction is not interpreting into performance (Zhang & Zheng, 2009).

However, Dawes (1994) approved that the link between employee and the environment might not perfect because the employee may choose the wrong career or the management hire the wrong applicant. Some researchers also found that some factors in the working environment are not up to the standards and it will reduce the job performance of employees.

CHAPTER THREE - RESEARCH DATA METHODOLOGY

3.1 Introduction

Creswell (2008) states methodology as the methodical theoretical investigation of the approaches smeared to a field of learning. This chapter consequently discusses numerous components of methodology that was utilized in this study. These comprise the research design, target population, data collection processes and data analysis.

3.2 Conceptual Framework

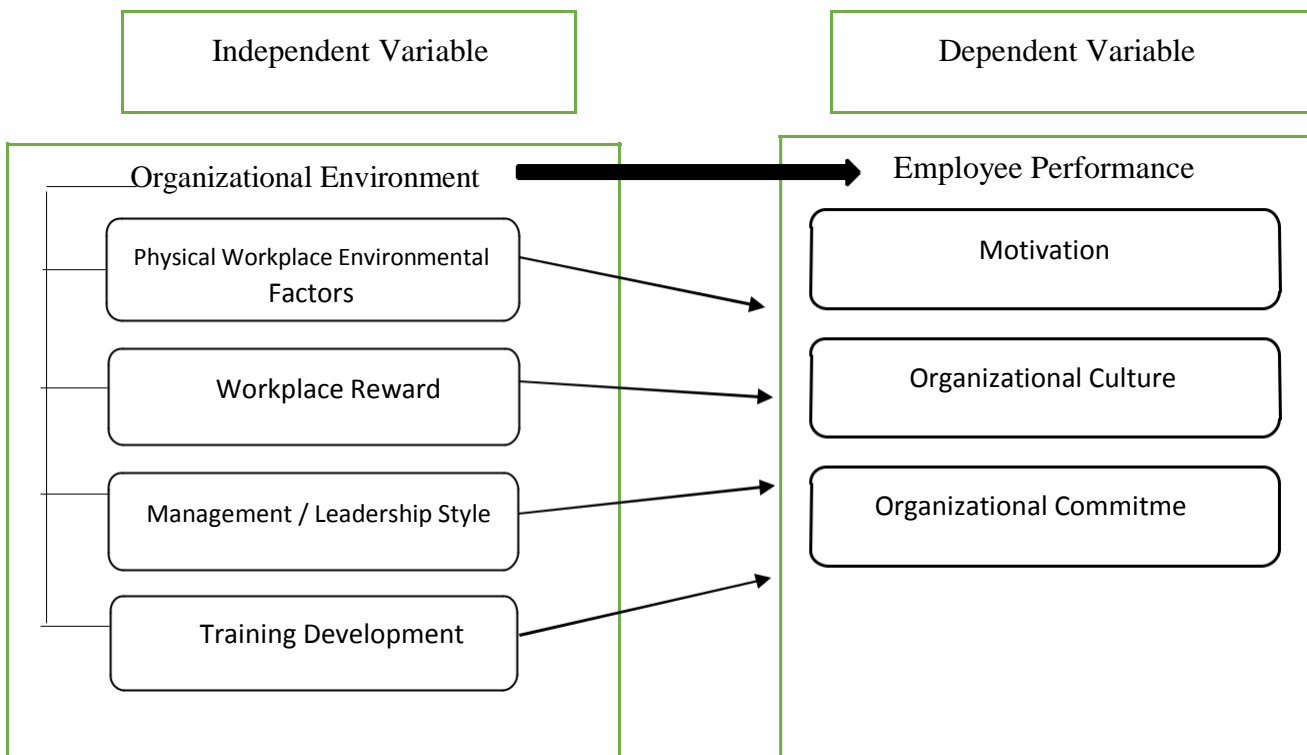


Figure 3.1: Conceptual framework, Source: Author

3.3 Development of Hypotheses

H1: Physical working conditions have a positive effect on the performance of employees.

H1₀ : Physical working conditions have a negative effect on the performance of employees.

H2: Training and Development have a positive effect on the performance of employees.

H2₀ : Training and Development have a negative effect on the performance of employees.

H3: There is a positive relationship with the workplace reward and the performance of employees.

H3₀ : There is a Negative relationship with the workplace reward and the performance of employees.

H4: A positive relationship has been built through a better management / a leadership style for the performance of employees.

H4₀ : A negative relationship has been built through a better management / a leadership style for the performance of employees.

The hypotheses have been tested through Carl Pearson’s correlation analysis and regression analysis in order to accept the logically proven hypotheses. Therefore, the research data analysis has been conducted through highly consistent, feasible and real time data collected through employees of ABC company.

3.4 Operationalization

Based on the hypotheses identified in chapter 3.3, below operationalization has been designed by the author.

Variable	Indicator	Measurement	Questions (Appendix 1)
Organizational Environment (Independent Variable)	Workplace environmental factors	Likert Scale 1-5	Q6–Q9
	Workplace rewards		Q10 – Q13
	Management / Leadership style		Q14 – Q17
	Training & Development		Q18 – Q20
Employee Performance (Dependent Variable)	Organizational culture	Likert Scale 1-5	Q21
	Motivation		Q22, Q23

Variable)			
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Table 3.1: Operationalization, Source: Author

Research Methodology has been organized illustrating the research problem documented in the chapter 1. Through Methodology the author has utilized exact research techniques which are clearly supporting to expand the measurements and their relationship to the fundamental drivers.

This can be ordered as a co-social research, which is kind of connected research since the connection between dependent variable and independent variables will be analyzed. The quantitative strategy will use to analyze the data. Data will be analyzed by a formal and systematic way applying measurements. As an endeavor to that, the author has used a mix of both qualitative and quantitative research approaches. Quantitative research approach elaborates the hypothesis are being tested by facts or numbers and are linked with deductive research approach. Further the author will complete an analysis regarding explaining marvel of the study through numerical and graphical portrayals. statistical analysis is based on the questionnaire. Other than the information gathered through departments, the survey will almost certainly give accurate information of the respondents. therefore, this study is supported by the findings of accurate information of the ABC company.

3.5 Population of Study

Target population refers to the whole group of entities or objects to which a research is steered on. A target population usually has changing characteristics e.g. different ages, diverse genders, varying education backgrounds etc. The target population of this study was all non – executive employees and executive level employees of the ABC Company.

3.6 Sample Size and Sample Design

Total Population of the ABC Company would be 100. Therefore, according to the Morgan Table 80 employees will be selected as the sample to conduct this Research Analysis. Simple random Sampling technique will be used because all the Employees have equal rights to get selected to this analysis.

3.7 Data Collection

Data collection is one of the most important aspects of the research. Therefore the method of collecting data can be divided into 2 categories such as, primary and secondary.

Source	Prpose/ Objectives	Facts Gathered
<p><u>Secondary</u></p> <p>Internet, Newspaper articles, Company HR records, Journal articles, IHRM system, Talent 2O system</p>	<p>To justify the problem and to understand the root cause for the problem</p>	<ul style="list-style-type: none"> - Turnover rate - Performance rate - Target achievement
<p><u>Primary</u></p> <p>Questionnaire, Observation, Interviews, Disscussions</p>	<p>To undertand the impact of motivation on the job performance</p>	<ul style="list-style-type: none"> - Finncial incentives - Supervisor role - Team spirit - Working environmen - Recommendations

Table 3.2: Methods of data collection, Source: Developed by the researcher

3.8 Data Analysis

The method of data collection used in this research through questionnaire. In order to analyze collected data statistical techniques were used with the purpose of regression testing and derive a conclusion based on that. Also, some statistical and graphical representations in the form of bar charts, pie charts can be draw. Descriptive statistics which includes frequencies, mean, standard deviation and percentages was applied as well.

The data of this deductive research analyzed by comparing the mean value of each question along with the standard deviation to summarize the data, then by using regression theory and ANOVA table the conclusion was derived. The Coefficient is analyzed to interpret the responsiveness of the dependent variable to the independent variable

CHAPTER FOUR - DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

From this Chapter it presents the data which has being calculated through SPSS software. It presents the data of the Demographic questions, the basic questions on Independent and dependent Variables. The prepared questionnaire was distributed among the sewing tech operators in the ABC Company for the sample size 80 and data was presented as below. The chapter contains an analytical presentation of primary and secondary data collected in support of building the research. All the qualitative factors are being addressed academically to bring out a quantitative result through this chapter. Accordingly, 80 hard copies of questionnaire have been delivered to the targeted employee population. Questionnaire was based on a Likert scale, answers varied from 5 different scales. One end is comprised of positive answers, and other end comprised of negative answers while the middle answer is neutral. This questionnaire was comprised of 25 questions focused on the subject matter. The questionnaires were distributed among the all 80 employees and 80 completed questionnaires were returned. Hence, responded rate is 100%. The distributed questionnaire and the summary of the responds sheets are attached as the appendix as well.

4.2 Details of Surveyed Staff

In ABC Company there were 80 employees and in order to finalize the research 80 employees were selected for this analysis including top level management, middle level management as well as lower level management.

4.3 Sample Characteristics

A Questionnaire was prepared for the employees who were selected for this analysis. Therefore, according to the questionnaire questions from 1-5 is used to analyze the background of the employees. Below state the percentages of the general personal details which were given in the questionnaire to the Employees at ABC Company.

4.3.1 Demographical Questions Analysis

Gender Analysis

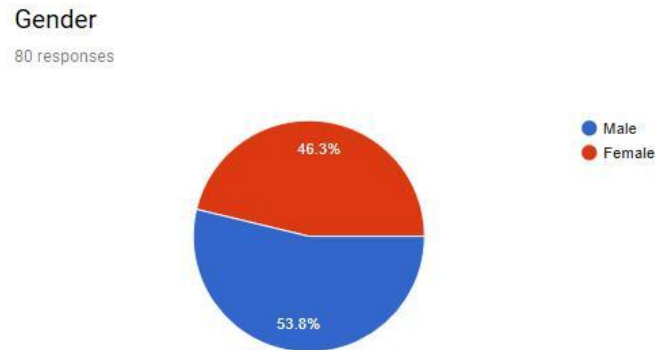


Figure 4.1: Gender Analysis, Source: Research data

According to the received data in ABC Company has being dominated by 53.8% Male workers and 46.3 % as females which is not a very low percentage because most of the companies would like to give more preferences to Males.

Age Analysis

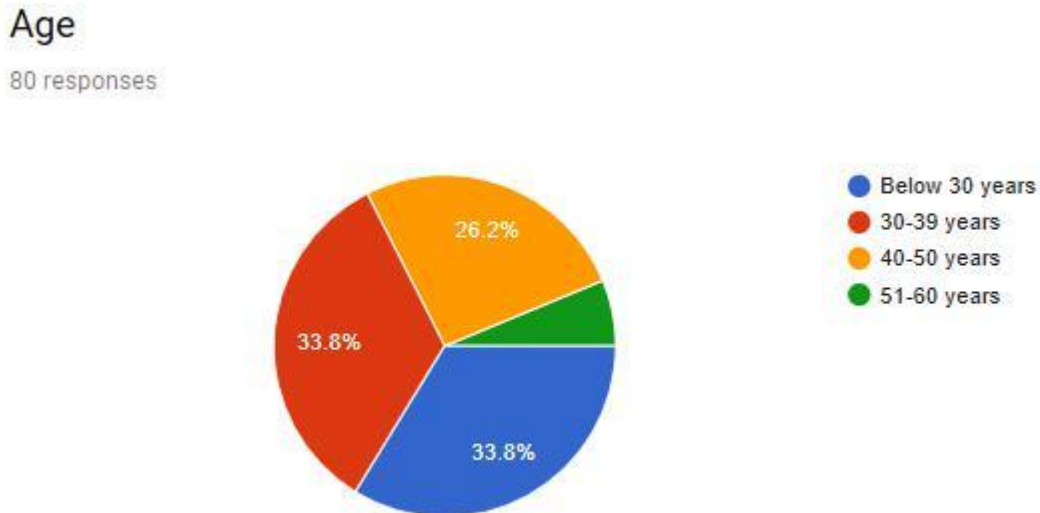


Figure 4.2: Age analysis, Source: Research Data.

According to the received Data it clearly states that the hotel gives priority to the young blood so that they can work harder than other employees and maintain the company standards. Therefore 33.8% of the employees are below 30years. 33.8% Employees of the age between 30-39 years. 26.2% from the employees age between 40-50 years and finally 6.3 % from 51-60 years.

Work experience in ABC Company

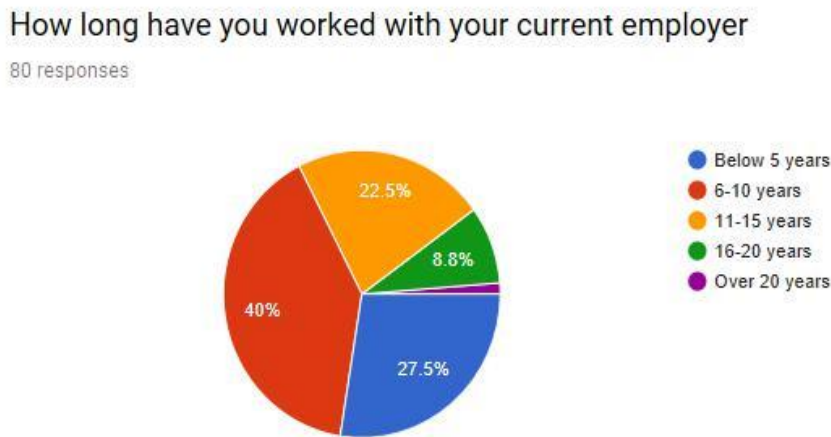


Figure 4.3: Work experience in ABC Company, Source: Research Data

According to the received data 40% of the employees have being working for ABC Company between 6- 10 years. Secondly 27.5% of employees have worked for below 5 years. Employees who have worked for 11- 15 years are stated as 22.5%. 8.8% of employees have served the company for over a decade and 1 employee has been working there for over 20 years.

Educational Level

Educational Level

80 responses

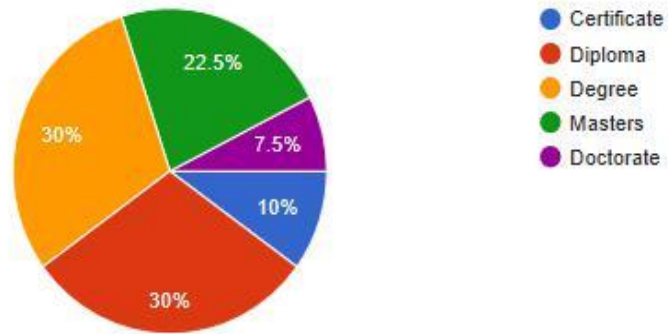


Figure 4.4: Educational level, Source: Research Data

According to the responses received from the employees 60% of have completed their diploma or the Degree. 22.5% of employees have completed their masters, 10% have done the Certificate level and finally 7.5% have completed their doctorate. Therefore, it shows that employees of ABC Company have educational background and that as a company they value it.

Management Level

Level of Employment

80 responses

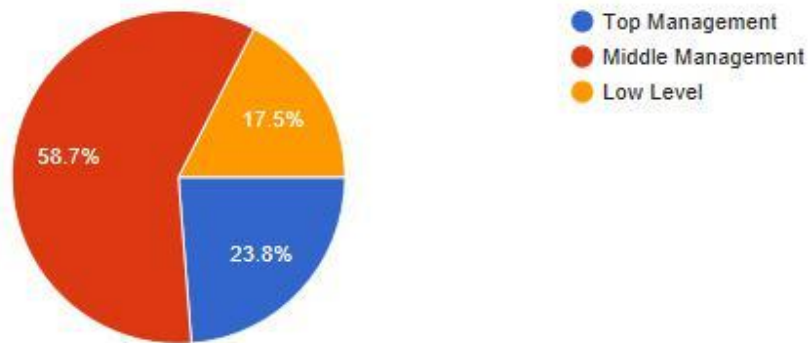


Figure 4.5: Management level, Source: Research Data

According to the received data most of the employees who have been selected for this analysis are from the middle management it rates as 58.7 % 23.8 % of the employees represent the top management of their company and finally 17.5% of employees are from the Low level.

4.4 Hypothesis testing

Hypothesis identified in chapter 3.3 have been tested individually in the below section. The analysis comprises of correlation and regression analysis. Below chart will be used to analyze the hypotheses validation.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	R ²
		B	Std. Error	Beta		
1	(Constant)	3.522	0.656		5.365	
	Work Place Env.	0.081	0.094	0.235	1.862	0.222
	Rewards	0.179	0.112	0.189	1.595	0.115
	Management Style	0.074	0.091	0.191	3.806	0.321
	Training and Development	0.027	0.081	0.140	2.328	0.342

a. Dependent Variable: Employee Performance

Table 4.1: Coefficient analysis H1, H2, H3, H4. Source: Author

Employee Performance = f (Work Place Environment, Rewards, Management Style, Training and Development)

4.4.1 Validation of H1 Hypothesis

Employee Performance = 3.522 + 0.235 Work Place Environment + 0.189 Rewards + 0.191 Management Style + 0.140 Training and Development

Above formula indicates the regression formula that has been used to complete the analysis part in the research. Which emphasizes the impact of the organizational environment on employee performance of the ABC Company. Further it will discuss about the relationship between those two variables in the analysis part.

4.4.1 Validation of H1 Hypothesis

- H1: Physical working conditions have a positive effect on the performance of employees.
- H1₀ : Physical working conditions have a negative effect on the performance of employees.

According to the results found, employee performance has a positive relationship with workplace environment. When workplace environment condition rate increase by 1%, employee performance will increase by 23% with the confidence level of 95%. Therefore, H1 can be accepted without any doubts. R^2 is 22.2% which means employee performance will be determined by 22.2% by the physical workplace environment. 78.8% will be affected by other factors as well.

4.4.2 Validation of H2 Hypothesis

- H2: Training and Development have a positive effect on the performance of employees.
- H2₀ : Training and Development have a negative effect on the performance of employees.

As per the data mentioned above in the table, training and development has a positive impact on the performance of employees. With a confidence level of 95%, H2 can be accepted. R^2 is 34.2% which states that training and development will be determined by 34.2% by the performance of employees' deficit and 65.8% will be determined by the other variables. Moreover, when the impact of training and development increases by 1% employee performance will be increased by 14%.

4.4.3 Validation of H3 Hypothesis

- H3: There is a positive relationship with the workplace reward and the performance of employees.
- H3₀ : There is a Negative relationship with the workplace reward and the performance of employees.

The above table clearly shows that employee performance has a positive relationship with workplace rewards. When workplace rewards impact rate increase by 1%, employee performance

will increase by 18% with the confidence level of 95%. Therefore, H3 can be accepted without any doubts. R^2 is 11.5% which means employee performance will be determined by 11.5% by the physical workplace environment. 88.5% will be affected by other factors as well.

4.4.4 Validation of H4 Hypothesis

- H4: A positive relationship has been built through a better management / a leadership style for the performance of employees.
- H4₀ : A negative relationship has been built through a better management / a leadership style for the performance of employees.

Through the findings it has being highlighted that, a better management / a leadership style has a positive impact on the performance of employees. With a confidence level of 95%, H4 can be accepted. R² is 32.1% which states that a better management / a leadership style will be determined by 32.1% by the performance of employees' deficit and 67.9% will be determined by the other variables. Moreover, when the impact of training and development increases by 1% employee performance will be increased by 19.1%.

4.5 Further Discussion on Hypothesis Testing

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Significance F Change
1	.217 ^a	0.71	-0.004	0.21832	0.71	0.731	4	75	0.551

a. Predictors: (constant) Training and Development, Management Style, Work Place Env, Rewards.

Table 4.2: Model summary. Source: Author

According to the model summary given above, R Square is very significant to be evaluated for the data representation by each variable taken in the analysis part in the research. Here that R Square is about 0.71%. Therefore, analysis indicates that the Organizational environment has a weight of 71% for the employee performance in ABC Company.

The below Table emphasizes the correlation between main four hypotheses. They are tested with the average mean value of all mean values of H1, H2, H3, H4.

Correlations						
		Employee Performance	Work Place En.	Rewards	Management Style	Training and Development
Pearson Correlation	Employee Performance	1.000	0.087	0.171	0.183	0.034
	Work Place En.	0.087	1.000	0.156	0.014	0.226
	Rewards	0.171	0.156	1.000	0.046	0.294
	Management Style	0.183	0.014	0.046	1.000	0.052
	Training and Development	0.034	0.226	0.294	0.052	1.000
Significance (1-tailed)	Employee Performance		0.222	0.064	0.232	0.384
	Work Place En.	0.222		0.445	0.450	0.022
	Rewards	0.064	0.445		0.344	0.004
	Management Style	0.232	0.450	0.344		0.322
	Training and Development	0.384	0.022	0.004	0.322	
N	Employee Performance	80	80	80	80	80

Table 4.3: Correlations Summary. Source: Author

Pearson correlation of Work place condition and Employee performance is 0.087. There is a moderate positive relationship between two variables. Therefore, null hypothesis H1₀ is rejected with a 95% confident. Hence, it can be identified that there is a positive relationship between Work place condition and Employee performance which is a moderate positive relationship.

Above Hypothesis was tested to evaluate the impact of Training and Development of ABC company employees over the Employee performance. It can be noted that the above significant value of the independent variable 0.183, Therefore there is positive impact on the Employee Performance which gives the room to accept the H2 in the research.

As per the table above, Pearson correlation of employee performance is 0.179 which is between 0.5 and +1 hence the relationship can be identified as a strong positive relationship between two variables. Therefore, null hypothesis (H3₀) is rejected. In view of that alternative hypothesis (H3)

is accepted with a 95% confident. Hence, is can be identified that there is a relationship between workplace reward and Employee performance which is a positive relationship.

According to the table given in the above, a better management / a leadership style has got 0.183 Pearson correlation in connection to employee performance. It emphasizes the fact that this finding can accept the H4 and reject the null hypothesis (H4₀). This is accepted with a 95% confident which leads to accept that there is a positive relationship has been built through a better management / a leadership style for the performance of employees.

4.6 Hypothesis Testing Summary

Hypothesis	Outcome	Conclusion
Physical working conditions has a positive impact on Employee Performance of ABC Company	0.235	Employee work environment has a positive relationship
Workplace rewards has a positive impact on Employee performance of ABC Company	0.189	Workplace Rewards has a positive relationship
Management Leadership Style has a positive impact on Employee Performance of ABC Company	0.191	Management Leadership has a positive relationship
Training and Development has a positive impact on Employee performance of ABC Company	0.140	Training and Development has a positive relationship

Table 4.4: Hypothesis Testing summary, Source: Author

CHAPTER FIVE - DATA ANALYSIS, RESULTS AND DISCUSSION

5.1 Introduction

In this chapter, the researcher has discussed the conclusion and recommendations of the research based on the data analysis conducted in Chapter 4. The major findings of Chapter 4 will be logically applied in this Chapter to the present condition of the ABC Company in related to Organizational Environment and Employee Performance. Further, the relationship between two variables will be justified according to the data presented in Chapter 4. Moreover, the researcher has discussed the limitations of the study and recommendations for future study areas in terms of finalizing the research.

5.2 Summary of the Research Findings

The findings of the study appear there is gender orientation equality in the organization. The investigation had practically rise to proportions of males and females; male 53.8% and female 46.3%. This demonstrates that the organization does not segregate upon gender in their business. A sizeable number are between the ages of 40-50 years, at this age majority of them pay attention to issues of performance since they need to construct their careers as well as plan for their retirement. Academically, greater part of the respondents has a degree, they have the skills, knowledge and capability to play out their duties. This shows the ABC Company procure qualified employees; this will guarantee better performance at work.

The research discovered that employees' performance was impacted by a few workplace factors. Here, it has been discovered that employees were happy with their physical workplace environment like furnishings, spatial formats, lighting and noise levels. These parts of the physical workplace help improve employee performance. They likewise felt that a superior physical workplace would energize them perform better. The reward arrangement of the ABC Company will in general be more monetary related than non-monetary. They give promotion opportunities for high performance. This is itself is an inspiration for developed worker performance. Larger part of the respondents feel that they are genuinely made up for the work they do. Anyway it should

to be noticed that compensation is just an extrinsic motivator to work; a far reaching compensation package that is comprehensive spurs employee performance.

The outcomes on the management and leadership style demonstrate that management role displayed better performance. Anyway they don't include workers in basic leadership making in the organization. Performance of the employees in basic leadership would make them increasingly capable to perform. It additionally makes the employees feel acknowledged in this manner improving responsibility of employees to their work. This ABC Company knows the significance of Training and Development. They have given training and development chances to its worker. This would empower them accomplish the required skills and knowledge to do their work. The findings uncovered that the employees had the capacity to adjust their work and personal life. The organizations anyway were not sufficiently adaptable to enhance work life balance. From the research, a helpful workplace develops and enhances employee performance.

5.3 Conclusion

5.3.1 The relationship between physical workplace conditions and employee performances.

It is identified that there is a positive relationship workplace conditions and employee performances.

This means organizational environment plays an important role for employee performance in ABC Company. This involves physical workplace incorporates the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The physical work environment condition factors additionally include lighting (both artificial and natural), noise, furniture and spatial layouts in workplace. When employees are satisfied with the Physical working conditions offered to them by the company, they will be more engaged while fulfilling their work related tasks. If rewards is not sufficient, it will affect engagement in a negative way. When employees get a satisfactory return for their investments of work life in ABC Company, they will be more indebted to the company and engaged in their work.

The components of physical workplace should be legitimate with the goal that the employees would not be stressed while carrying out their responsibility. Physical components assume an essential job in building up the system and connections at work. All things considered, the physical workplace should support the desired performance. The research focused on that favorable working environment condition ought to be organized as it offers help to the employees in doing their jobs. It ought to be sufficiently helpful to empower support the desired performance.

As identified in chapter 2 the findings are in consistent with previous studies. Saks (2006) also stated that employees who feel appreciative will be more engaged in their work, which is also in line with Khan (1990). They have explained how physical work environment condition with employee performance in a positive way. Maslach et al. (2001) also mentioned that this is an important physical work environment condition when considering the level of employee performance. The kind of workplace in which they work will decide if they perform or not, it's through their performance that organizational performance can be figured out. The work environment conditions will decide the employees' solace to work and enhance their performance.

5.3.2 The relationship between Employee Performance and Workplace

Rewards

This means rewards plays an important role of employee engagement in ABC Company. This involves salary increments, promotions scheme and also token appreciation. Most of the employees were neither agree nor disagree to the questions raised with reference to this factor. When employees are satisfied with the rewards and recognition offered to them by the company, they will be more engaged while fulfilling their work related tasks. If rewards and recognition is not sufficient, it will affect engagement in a negative way. When executive level employees get a satisfactory return for their investments of work life in ABC Company, they will be more indebted to the company and engaged in their work.

Reward system impacted employee performance and also it built employee performance by enhancing employee skills, knowledge and abilities so as to accomplish organizational objectives. This research has uncovered that if the association neglects to compensate workers, it will decrease employee performance and that an effective reward system can be a good motivator but inefficient reward system can prompt demotivation of workers as far as low performance internal conflicts, absenteeism, high turnover, lack of commitment and loyalty and lateness.

The most important resource for an organization is the HR who are the employees. They make adequate commitment to an organization; consideration ought to in this manner be paid to them. Organizations can just understand their objectives and goals through its employees' performance. Employees will endeavor to perform when they feel that their prompt condition state relates with their commitments in rewarding the employees in a better way to motivate them which ultimately impact on the growth of the employee performance. According to the feedback given by the respondents it shows that reward management and Employees' performance is esteemed as a component of ability and motivation. From the research it tends to be presumed that the reward package contributes a great deal to employees' motivation to work. The employees need to be perceived for their work through reasonable compensation. Reasonable compensation will propel employees to work more enthusiastically and improve their performance. The reward systems at ABC Company are money related and extrinsic. The employees have couple of chances for mobility the organization.

5.3.3 The relationship between Employee Performance and Management Style

Supervisory role issues were highly impact for the team member job performance. Based on the above explanation the prioritized issues were regard to supervisory role which is the management or leadership level from the selected independent variables. The results were based on the information gathered from the distributed questionnaire among the selected sample.

There is also autocratic leadership which does not emphasizes on leadership of equality and fairness between the employers and the employees. All individuals from the organization have equivalent and same law, data and point of view and the job of the pioneer is encouraging the development of the organization. This sort of leadership is not the best. Successful leadership is in this way exceptionally essential for the adequacy of any organization and employee performance. Leadership style influences a scope of elements, for example job satisfaction, performance turnover intention and stress and so contributes to organizational success. Managers need along these lines to embrace suitable leadership behavior so as to improve employee performance.

Therefore, the research concludes with the idea that supervisory role can be illustrate as giving clear guidance, proper monitoring mechanism, no favoritisms, supporting. When analyzing the feedback for working environment there were issues mentioned as less noisiness, sufficient space to work and less stress is the most common feedback given by the employees. The above factors are gathered by distributing the questionnaire to understand the reality they face in the company which will lead ultimately for their job performance. Supervisors or the leaders are the trainers for employees who will guide them to do their job operations. To gain employee performance both the supervisor and employee needs to perform their parts with the relationships and it will lead to better outcome to the performance from the employees

5.3.4 The relationship between Employee Performance with Training and Development

When analyzing the feedback for working environment there were issues mentioned as noisiness, not sufficient space to work and stress is the most common feedback given by the employees. The above issues are gathered by distributing the questionnaire to understand the issues they face in the company which will lead ultimately for their job performance. As it is discussed in the chapter four the issues faced by the employees for each independent variable can be prioritized according to the most affected issues for them to perform well. Training and development so as to achieve the ideal aptitudes and knowledge expected to play out their obligations. From the research findings, it very well may be presumed that for an organization to have a competitive edge over others, it must give a positive workplace in which all factors that impact worker performance are couple with their commitment.

Training and Development is an unfurling procedure that empowers individuals to advance from a current situation with understanding and ability to a future state in which higher-level skills, knowledge and competencies are required. It appears as learning activities that plan individuals to practice more extensive or expanded responsibilities. Tzafirir (2005) says that training is a vital component in delivering the human capital. It gives employees the skills, abilities and knowledge required by the post.

Also by distributing a questionnaire for the sample selected from the company for this research, the researcher understands the level of the performance by analyzing data which is included in the chapter 4 data presentation and data analysis. Therefore, the outcome of the job performance was analyzed according to each dimension. When analyzing is shows that among other dimensions completing the task on time gives a moderately positive result where other dimensions such as commitment, efficient of work and productivity shows strongly positive results.

5.4 Recommendations

The research discoveries support the Two Factor Theory which brings up that the environment in which the activity is performed persuades the workers to perform better. The research prescribes that ABC Company need to set up better reward systems that motivates the employees to work. Following dissatisfaction in that management and leadership style by respondents, the organizations should think of transformation initiative styles enveloped of goals, impact, helpful inspiration, scholarly incitement and individualized thought. When considering the supervisor role, the recommendations they have provides can be stated as there should be an equal treatment for everyone who work there, should support employees to do their work more effectively, should guide them for better career prospect, should maintain a level of supervisor and employee relationship in good manner and should have proper monitoring mechanism to evaluate everyone without any discrepancy. This administration style would propel representatives to work.

As it is mentioned in the literature review some of the suggestions mentioned by different authors can be explain. Park (2010) stated that financial incentives helps the employees to recognize their achievement which leads to the job performance. Beretti et al (2013) suggested that it creates a positive environment which sustain the job awareness which is important for the better performance. It is recommended that the financial incentives can be used as an effective decision making tool for the employees (Robinson, 1991). Keller (2001) suggested that team spirit can be a good element to solve issues which arise every day when conducting day to day operations. Kingira and Mescib (2010) recommended that team spirit will lead employees to obtain their goal of the company.

The organizations ought to guarantee that the working environment condition is sufficiently agreeable to help representative execution by improving the working conditions. Improving the workplace will expand worker will build representative execution. At the point when the work environment backings are sound, representatives are better prepared to do what is anticipated from them. Through this, they will accomplish authoritative objectives. Employee performance ought to be given genuine consideration by the HR in order to develop the systems that they are having for them to gain the prosperity. . Since the workplace is at the center of impacting

employees' performance, these ABC Company should buckle down at profiting each required asset in ensuring that the workplace bolsters their employee performance.

Also, it can be suggested to have more training opportunities for the both supervisors and employees about the work they conduct and supervise. By conducting activities such as fun events, competitions which involves everyone, will increase the team spirit and helps to get to know each other. The company should take every possible step to enhance the relationship between team s in the organization. Also, should arrange skill development programs to the supervisors for efficient supervision. Because it enhances the employee performance. By allocating work to a specific employee will reduce the stress level of individuals because it helps to identify the mental and physical ability of the employees. Apart from the variables some of the recommendations can be implemented. Today most of the Sri Lankan people have a very low perception towards the apparel factory employees. Therefore, it is recommended to take an action and change the attitude of the society so that every individual feel like they are worthwhile. Also, the company should consider immediate response for the grievances and complains of the employees because it is highly affect to the job performance.

According to the findings all the independent variables provide moderate positive impact towards the job performance. Therefore, the researcher would like to recommend rather than focusing on financial incentives it is better to focus on non-financial incentives in order to change the perception of the team members.

Finally, would like to suggest the data collection should be in face to face interviews to gather qualitative data where it is difficult to capture through the questionnaire. As a future research as a part of conducting studies related to the impact of organizational environment on job performance.

5.5 Limitations of the Study

The examination has certain limitations. The choice of workplace factors that impact employee performance isn't comprehensive. There might be different elements that may impact worker execution that may give more knowledge on employee performance. The utilized factors probably won't give a reasonable picture of the connection between workplace environment and employee performance.

Another limitation of the research is that the ABC Company is, the researcher would have wished to do the study with the best support from the organization because of imperatives in time, funds and other related assets. The research likewise restricted itself to data and subtleties that could be talked about without trading off any part of the organizations' business viewpoints due to the competitive and dynamic nature of the business. Anyway these limitations did not influence information gathered for study.

5.6 Suggestions for Further Studies

Due to the limited time and assets, this investigation was limited to just only one department. It is imperative for further investigations to be completed the whole organizational chain for a more extensive viewpoint on the connection between organizational environment factors and employee performance. A replication of this research in different settings like the open segment would generally exhibit the essentialness of workplace environment and employee performance.

Future it would additionally survey existing literature on the connection between organizational environment and employee performance. This would empower them recognize more work environmental elements not shrouded in this research for knowledge.

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Annexure 01- Questionnaire

Survey Questioner

As a part of my project I would like to gather some information from you which will help me in an in depth study of project. I would be obliged if you co-operate with me in filling the questionnaire. Since the questionnaire is being used for academic purpose, the information gathered will be strictly confidential. Please mark all your answers using a blue/black you're your corporation is highly appreciated.

Thank you.

The questions have been divided into sections based on the objectives of the study. Section A asks about the general information about the employees. Section B- Section asks questions on the research objective.

SECTION A- Personal Information

Please tick the appropriate box that corresponds with your answer.

1. What is your gender?

Female

Male

2. What is your age?

- Below 30 years
 - 30 – 39 years
 - 40 – 50 years
 - 51 – 60 years
-

3. How long have you worked with your current employer?

- Below 5 years
- 6 – 10 years
- 11 – 15 years
- 16 – 20 years
- Over 20 years

4. What is your level of education?

- Primary
- O/L
- A/L
- High school

5. What is your level of employment?

- Top management
- Middle management
- Low level

SECTION B- Physical Environment and Employee Performance

6. My furniture is comfortable enough to enable me perform my jobs without getting tired

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

7. My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

8. I am happy with my office space and arrangement.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9. A better work environment (spacious office, enough lighting etc.) will make me perform better at my job.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

SECTION C – Reward and Employee Performance

10. My organization provides opportunities for promotion for high performing employees.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

11. Financial support for learning programs motivates me to perform better at work.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

12. I am compensated fairly for the work I do.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

13. My organization provides incentives that generally support my work.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

SECTION D – Management/ Leadership Style and Employee Performance

14. My manager role models high standards for quality performance.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

15. Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

16. Management involves staff decision making.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

17. I am able to contact senior management or work hand in hand with my superior at the workplace.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

SECTION E – Training/ Development and Employee Performance

18. My organization provides training and development to the employees

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

19. My organization helps me identify my training and development needs through performance appraisals.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

20. The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

SECTION F – Organizational Culture and Employee Performance

21. I am able to balance work priorities with my personal life.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

SECTION G – Motivation and Employee Performance

22. My organization provides flexi- time to be able to balance my work and personal life.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

23. Do you feel that you contribute 100% to the organization

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

SECTION H – Organizational Commitment and Employee Performance

24. My organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

25. Does the organization motivate you to perform well in the organization

Strongly agree

Agree

Disagree

Strongly disagree

Annexure 2- Summery of questionnaire responses

ID	der	Age	vice .	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25		
1	1	1	1	2	3	2	2	3	4	3	5	3	3	4	5	4	3	3	3	4	4	4	1	4	
2	2	2	2	3	4	3	2	3	2	3	3	3	3	2	3	3	3	3	3	4	4	4	4	2	2
3	1	1	1	3	1	1	2	2	2	2	3	3	3	4	2	2	1	2	2	3	1	2	2	2	
4	1	1	3	3	4	3	5	2	3	3	3	2	2	2	4	4	4	5	4	3	4	2	2	2	
5	2	1	1	3	5	4	5	2	1	1	3	4	3	2	1	1	2	2	3	1	1	3	1	1	
6	2	2	2	2	5	1	1	1	1	1	1	1	2	2	1	1	1	2	1	1	2	2	2	2	
7	2	1	1	1	3	2	1	2	2	1	5	5	2	5	5	1	1	2	2	3	1	1	2	1	
8	1	1	2	3	4	2	2	1	2	4	2	2	5	2	3	2	1	1	2	3	4	3	3	3	
9	2	3	3	4	1	1	1	1	2	1	2	2	2	2	2	2	2	2	2	1	1	3	3	3	
10	1	4	4	5	1	2	2	2	1	1	5	1	1	1	1	2	2	2	2	2	2	2	3	2	
11	2	1	1	3	3	1	3	1	2	2	2	1	1	1	2	2	2	3	1	1	2	1	4	2	
12	1	2	3	4	2	4	2	3	2	1	4	4	2	1	1	1	1	1	2	3	2	3	1	1	
13	1	2	2	1	3	3	3	2	3	3	3	3	3	3	3	2	2	3	2	2	3	2	2	2	
14	1	2	2	3	3	2	2	2	3	4	2	3	2	2	2	2	2	3	3	2	3	1	3	1	
15	1	4	5	1	1	3	4	5	3	4	2	2	3	2	4	3	4	5	4	3	4	3	1	2	
16	2	3	2	4	2	3	3	3	1	2	5	3	3	3	3	3	4	4	2	2	2	3	1	1	
17	1	3	4	4	1	2	2	1	1	1	3	1	1	2	2	1	1	1	1	1	1	1	2	2	
18	2	1	1	3	2	3	2	1	3	2	3	5	4	4	2	4	1	3	5	3	4	4	3	2	
19	2	2	2	4	2	3	4	3	3	2	1	3	3	1	2	3	2	4	4	3	2	2	4	2	
20	2	2	3	2	4	4	3	3	2	3	2	2	4	4	2	2	3	3	3	2	2	3	2	1	
21	2	2	2	2	3	3	2	4	2	3	2	4	3	3	4	1	3	3	2	1	2	2	1	3	
22	2	3	2	2	3	3	3	5	3	3	2	3	3	4	2	3	5	1	4	3	1	5	2	4	
23	2	1	2	4	4	4	2	2	3	2	4	3	5	5	4	4	4	5	3	3	1	1	1	1	
24	2	2	2	2	3	4	5	1	1	1	5	5	4	3	3	3	2	2	1	4	3	3	2	2	
25	2	1	2	3	2	2	2	3	3	2	2	3	1	2	2	1	1	2	2	3	1	2	2	2	
26	2	2	2	3	3	4	2	5	2	4	5	3	4	4	1	5	4	2	4	2	4	4	3	1	
27	2	1	2	5	5	4	4	5	1	2	5	4	4	2	5	5	5	1	3	4	4	5	2	1	
28	1	4	2	5	1	1	1	1	2	3	2	2	2	2	2	1	1	1	5	1	2	3	3	3	
29	2	1	1	4	2	1	4	2	4	4	4	2	5	4	5	2	1	4	5	1	3	2	1	2	
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ID	der	Age	vice	.	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25
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