



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MASTERS OF BUSINESS ADMINISTRATION
DETERMINANTS OF EMPLOYEE PERFORMANCE IN MANUFACTURING
SECTOR: THE CASE OF EPHARM

BY
SEBRINA TADESSE
SGS/0230/2011A

A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
STUDIES, FOR THE PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
MASTERS OF BUSINESS ADMINISTRATION (MBA)

December, 2020
Addis Ababa, Ethiopia

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DECLARATION

I, the undersigned, declare that this thesis entitled “DETERMINANTS OF EMPLOYEE PERFORMANCE IN MANUFACTURING SECTOR: THE CASE OF EPHARM” is my original and genuine work; prepared under the guidance of MOHAMMED MOHAMMEDNUR (Asst. Prof.) and has not been presented or submitted partially or in full to any other higher learning institution for any academic purposes, and that all sources of materials used for the purpose of this thesis have been duly acknowledged.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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December, 2020

TABLE OF CONTENTS

TABLE OF CONTENTS.....	I
LIST OF TABLES.....	IV
LIST OF FIGURES.....	V
LIST OF ACRONYMS.....	VI
ACKNOWLEDGEMENTS.....	VII
ABSTRACT.....	VIII
CHAPTER 1 INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Background of the Organization.....	2
1.3. Statement of the Problem.....	4
1.4. Basic Research Questions.....	5
1.5. Objectives of the Study.....	5
1.5.1. General Objective.....	5
1.5.2. Specific Objectives.....	5
1.6. Hypothesis.....	6
1.7. Significance of the Study.....	6
1.8. Scope and Delimitations of the Study.....	7
1.9. Organization of the Study.....	7
CHAPTER 2 REVIEW OF RELATED LITERATURE.....	8
2.1. Theoretical Related Literature Review.....	8
2.1.1. Concept of Performance Management.....	8

2.1.2.	Functions of Performance Management.....	9
2.1.3.	Performance Management Process.....	11
2.1.4.	Measures of Performance.....	11
2.1.5.	Factors Affecting Employees' Performance.....	12
2.2.	Empirical Related Literature Review.....	19
2.3.	Conceptual Framework.....	21
CHAPTER 3 RESEARCH METHODOLOGY.....		23
3.1.	Research Approach.....	23
3.2.	Research Design.....	23
3.3.	Data Types and Source.....	24
3.3.1.	Sources of Data.....	24
3.3.2.	Methods of Data Collection.....	24
3.3.3.	Reliability.....	24
3.3.4.	Validity.....	25
3.4.	Population and Sampling Design.....	25
3.4.1.	Population of the Study.....	25
3.4.2.	Sample Size Determination.....	26
3.4.3.	Sampling Techniques.....	27
3.5.	Data Collection Procedure.....	27
3.6.	Data analysis Techniques.....	28
3.7.	Ethical Considerations.....	29
CHAPTER 4 DATA PRESENTATION, ANALYSIS AND		

INTERPRETATION.....	30
4.1. Introduction.....	30
4.2. Characteristics of the Respondents.....	30
4.3. Descriptive Analysis.....	32
4.4. Reliability and Validity Analysis.....	37
4.5. Pearson Correlation Analysis.....	38
4.6. Regression Analysis.....	40
4.6.1. Assumptions of Regression Analysis.....	40
4.6.2. Multiple Regression Analysis.....	45
CHAPTER 5 SUMMARY, CONCLUSSIONS AND RECOMMENDATIONS.....	52
5.1. Summary.....	52
5.2. Conclusion.....	53
5.3. Recommendations.....	54
5.4. Limitation and Suggestion for Future Research.....	55
REFERENCES.....	56

LIST OF TABLES

Table 1: Table for Determining Sample Size from a Given Population, Kreijcie and Morgan (1970).....	26
Table 2: Demographic Characteristics of the respondents.....	30
Table 3: Descriptive analysis of determinants of Employee Performance.....	32
Table 4: Descriptive analysis of Employee Performance.....	36
Table 5: Summary of Reliability Statistics.....	37
Table 6: Pearson Correlations Analysis.....	38
Table 7: Multi-collinearity test of VIF and tolerance.....	42
Table 8: Descriptive Statistics of Skewness and Kurtosis.....	44
Table 9: Model Summary.....	46
Table 10: ANOVA.....	47
Table 11: Coefficients of Determinants of Employee Performance.....	48
Table 12: Summary of the overall outcome of the research hypothesis.....	51

LIST OF FIGURES

Figure 1 Conceptual Framework, adapted from Le Tran (2002).....	22
Figure 2 Scatterplot.....	43
Figure 3 Normal P-P Plot of Regression Standardized Residual.....	45

LIST OF ACRONYMS

ANOVA:	Analysis Of Variance
EPHARM:	Ethiopian Pharmaceutical Manufacturing
HR:	Human Resources
HRM:	Human Resources Management
KPI:	Key Performance Indicators
SPSS:	Statistical Package for Social Sciences software

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ABSTRACT

The purpose of the study is to assess effects of determinants factors (i.e. training motivation, leadership, organizational culture, and working environment) affecting employees' performance in manufacturing sector in the case of EPHARM. A quantitative research approach with using self-administered structured questionnaire was employed. The researcher employed both descriptive and explanatory research design. A simple random sampling was used. A total of 160 responses were collected and analyzed using descriptive and inferential statistics such as mean, correlation, and regression by using SPSS version 23 as statistical tool. The result of the study showed that all five determinants of employee performance have above average mean score from the Likert scale 1 to 5. Employee performance also found to have a mean score of 4.1574. The Pearson correlation analysis result showed that there is a positive and statistically significant relationship between the determinant factors and employee performance. Organizational culture was found to be highly correlated to employee performance (0.449) followed by working environment (0.442), leadership (0.439), and motivation (0.307) and training (0.150). The study showed that 29.3% variation on the employee performance was explained by the variability of the five determinants. The result also showed that organizational culture plays the most important predictor role on employee performance followed by working environment and leadership. The study concluded that organizational culture, working environment and leadership positively influenced employee performance at EPHARM and 29.3% variation on the employee performance was explained by the five determinants of employee performance. The researcher recommends the organization to need to focus on the determinant factors to enhance employee performance.

Key Words: *Training, Motivation, Leadership, Organization Culture, Working Environment, Employee Performance*

CHAPTER 1 INTRODUCTION

In this chapter an overview of the entire study was presented. It includes the background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope and limitation of the study, basic assumptions and organization of the study.

1.1. Background of the Study

Human resources are considered as the most important and valuable resources in the success of the organization because they are capable of changing their performance and are the main means of achieving organizational goals. The success and failure of an organization depends on the job performance of its employees (Abdulkhaliq & Mohammadali, 2019). Effectiveness and efficiency of an organization cannot be achieved without effective management of human resource. Performance analysis is an examination of the knowledge, skill, abilities, and attitudes of employees, their current and future career goals and objectives, and the “match” between employees and organizational expectations. Such an analysis also helps determine how employee performance helps the organization achieve its strategic goals and objectives (Gilley, Gilley, & McMillan, 2009).

Employees can create a competitive advantage for an organization through their performance and different business organizations become aware of the importance of their human resource as a competitive advantage in order to deal with the fierce competition they are facing (Dahkoul, 2018). Managing employee performance is an integral part of human resource management. Employees’ performance may be enhanced through focusing on the factors that significantly influence their performance like their satisfaction, management standards as well as trainings. Organizations are required to focus on the factors that contribute well in enhancing employees’ performance because employees’ performance has a direct link with the goal attainment of the organization. Business sector is facing fierce competition across the globe thus organizations being aware about the importance of their human resource as a competitive advantage of organization. Employees create competitive advantage for organization through their performance (Dahkoul, 2018).

Managing employee performance is an integral part of human resource management. Although many factors contribute to productivity, job performance is viewed to be the most influential one.

One of the indicators in enhancing and improving the service industry is job performance. Job performance refers to the behaviors that are expected in the line of the organizations' goals and the purpose under control of individual employees (Campbell et al., 1993). Performance measurement systems are described as the overall set of metrics used to quantify both the efficiency and effectiveness of action (Shepherd & Gunter, 2006).

Employees' performance indicates their efficiency as well as their productivity leading towards organizational goal achievement through their positive contribution as employees' performance will ultimately result in the overall performance of the organization (Dahkoul, 2018).

Therefore, this research will investigate and understand the determinants factors (training, motivation, leadership, organizational culture, and working environment) of employee performance in case of EPHARM.

1.2. Background of the Organization

Ethiopian Pharmaceutical Manufacturing Sh. Co. (EPHARM) is a pioneer in the pharmaceutical manufacturing industry of Ethiopia. It is now 52 years old. It had been the only for more than 36 years in the country. EPHARM is currently producing different dosage forms, which makes it peculiar from many of the local pharmaceuticals manufacturers. EPHARM has been producing high quality and affordable medicine that have addressed the critical health problems of the Ethiopian people for more than fifty years. The company has 10 production lines, more than 100 machineries, fully equipped laboratories, and utilities capable of producing different dosage forms in capsule, tablet, vials, sachets (oral powders), liquids (syrup), ampoules, large volume infusions, and ointments.

The company started production on June 1964 as Ethiopian drug Manufacturing Shack (EDMSC) after the memorandum of agreement was signed between the British company Smith & Nephew Associated Companies Limited, SANACO (50%) and the Imperial Ethiopian Government (IEG). After two years of operation the company reported significant loss and had even been closed for nine months.

The Government decided to buy 50% share of the British company and hired General Manager from Hungary. New formularies and manufacturing process were developed; in process control

was introduced through technical assistance received from MEDIMPEX, Hungary. In spite of these bold reform attempts, the company was still not able to curb its loss.

Following the international bid for interested investors to participate in a recognized pharmaceutical company, an agreement was signed between the Imperial Government of Ethiopia and TEV of Israeli, the former holding 51% share. The factory was reestablished in April 1970 as Ethiopian Pharmaceutical Manufacturing (EPHARM). From 1970 to 1974, with the improved motto “Quality is Our Most Important Product” the factory was producing about 130 pharmaceutical products which included tablets, syrups, ointment, injectable and capsules. It started making a profit.

EPHARM was nationalized on 2 February 1975 following the popular revolution that resulted in the demise of the imperial regime. The number of products of the factory by then reduced from 130 to 80 Basic drugs and later 44. The building of IV fluid and ORS (Oral Rehydration Salt) plant was one of the fundamental achievements of the time. The factory was then merged with the state owned pharmaceuticals and medical supplies import and distribution corporation. It was structured as a branch of EPHARMECOR.

After the downfall of the socialist regime, the factory was re-established as an independent public enterprise under the directory of public enterprises supervising authority on 13 February 1994. Then it was recognized as Share Company and has continued its usual duty with an increased productivity and higher profitability.

In line with the government’s program to privatize public enterprise, MEDTECH Ethiopia, the major customer of EPHARM by then, bought the factory in September 2014. Since then, it has been working aggressively to transform the factory to a greater level and make it competent than it was ever before.

EPHARM has 10 production lines which deliver essential drugs in competitive price and volume. The lines are Tablet, Capsules, Injection, liquid Syrup, dry powder for injection (vial), LVP, oral powder, ointment and creams.

Vision:

- To be one of Africa’s top three pharmaceutical companies by 2025

Mission:

- To manufacture high quality, customer-focused, affordable, and research-based pharmaceutical products using modern technology to ensure sustainable profitability and maintain broad market share both nationally and globally

Values

- EPHARM maintains customer satisfaction by achieving excellence in the quality of products and services it provides.
- EPHARM gives utmost priority to meet international quality standards throughout its manufacturing process
- EPHARM uphold its corporate social responsibility based on the highest ethical and moral standards
- EPHARM gives utmost importance to working culture in which all employees work as one team
- EPHARM gives special attention to green environment throughout its operation
- EPHARM strongly believes in its employees' merit-based career development and appropriate incentives
- EPHARM values proper utilization of resources

1.3. Statement of the Problem

The manufacturing sectors have been faced with a lot of challenges and many of them have not been sustainable. In a competitive and globalized economy, the success of business organizations heavily depends on the organization capability of managing their human capital (Dessler, 1994). Retaining competitive human resources helps organization have a competitive advantage for a long time (Bratton & Gold, 2007).

Organizations need to understand the factors that affect employees' job performance because such insight helps them to make decisions that intended to increase employees' job performance and the overall performance of the organization. Identifying factors that affect employees' job performance can help organizations to handle the hindering factors that adversely affect the employees' performance and the general organizational result (Armstrong, 2010).

Different factors which have determinant effect on employee performance were identified by different scholars. Armstrong (2010) emphasizes individual influences, work system, leadership and reward as the determinants. Job stress, communication and motivation were also identified by Rafique, Ali and Ahmed (2017). Getamesay (2016) tried to identify determinants of employees performance as training, organizational culture, leadership, motivation and working environment. Caroline & Kanyanjua (2019) also identified reward system, human resource development, working environment, work life balance as factors affecting employee performance.

As far as the researcher extensive search for literatures related to determinant factors in manufacturing sector, unable to come up a properly conducted result as one of the basic human resource management practices. The assessment of determinants of employee performance at pharmaceutical manufacturing level is not conducted and there is a huge research gap on the determinants of employees' performance in this sector. Therefore, this paper tried to clearly insight the determinant of employees' performance at EPHARM. By doing so, this study aims and tried to fill the research gap in the determinant factors for employee job performance in pharmaceutical manufacturing sector and furthermore, contributed to the body of knowledge on factors influencing employee performance.

1.4. Basic Research Questions

The above statements guide the researcher to builds up research questions regarding the determinant factors which affect the performance of employees of the bank, the study tried to answer the following main research questions:

- What significant relationship does the determinant factor have with employees' performance in EPHARM?
- What effect does the determinant factor have on employees' performance in EPHARM?

1.5. Objectives of the Study

1.5.1. General Objective

The general objective of this research is to investigate the determinants factors (i.e. training motivation, leadership, organizational culture, and working environment) affecting employees' performance in manufacturing sector, the case of EPHARM.

1.5.2. Specific Objectives

- To determine the effect of training on EPHARM employees' performance.
- To determine the effect of motivation on EPHARM employees' performance.
- To determine the effect of leadership on EPHARM employees' performance.
- To determine the effect of organizational culture on EPHARM employees' performance.
- To determine the effect of working environment on EPHARM employees' performance.

1.6. Significance of the Study

The study focused on factors affecting employees' performance in EPHARM. By doing so, it provided insights for the improvement of performance of the employees. The result of the study also helps the company to re-examine the system, and to take appropriate action.

This research has a great deal of importance and significance for the managers and stakeholders of pharmaceutical manufacturers because it provides information about the determinant factors of employee's job performance. The research also gives an insight about factors which have determinant impact on employee performance in the pharmaceutical manufacturing sector. It also serves as a spring board for other researchers to undertake further investigation. In addition to this, the research serves as a reference for researchers who are interesting to conduct a research on the topic.

Finally, this study provides policy makers with relevant information which aid in their decision-making process. The information gained from this study can serve as a strategic tool in the area of pharmaceutical manufacturing sector. This research is also helpful for other organization to reconsider their employee performance and to understand the implication of factors on employee's performance.

1.7. Scope and Delimitations of the Study

This research study was limited to the EPHARM from the existing pharmaceutical manufacturing companies. The researcher also focused only on determinant factors affecting employees' job performance of EPHARM. In addition, the study employed only a quantitative approach and limited to one point of data collection through cross-sectional survey. Therefore the scope of this research is delimited to EPHARM. It is very difficult and beyond the scope of

this paper to identify and discuss numerous factors that affect employees' performance. The researcher did not considered the whole factors that affect employees' performance in this research.

1.8. Organization of the Study

The study was organized into five major chapters. The first chapter is an introductory part composed of background of the study, statement of the problem, objective of the study, research questions, Significance of the study, scope and limitation of the study. The second chapter deals with the review of related literature. The third chapter focused on the research methodology. The fourth chapter deals with data analysis and discussion and Summary of findings, Conclusions and Recommendations covered in the fifth chapter.

CHAPTER 2 REVIEW OF RELATED LITERATURE

The chapter is intends to present the theoretical and empirical related foundation for this research topic.

2.1. Theoretical Related Literature Review

2.1.1. Concept of Performance Management

The sustainability of business organizations mainly depends on the talent, skill, knowledge and experience of employees and their capability of utilization of the organization resources to achieve stated objectives. Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. Employee's performance is the contribution of employees for the achievement of organization objective. Employees

expected to perform acceptable level of the standard and managers follow up, and evaluate the performance of employees to attain the stated objective of an organization (Armstrong, 2009).

Managing human resources includes keeping track of how well employees are performing relative to objectives such as job descriptions and goals for a particular position (Bateman & Snell, 2011).

Performance management is an important human resource management process that provides the basis for improving and developing performance and is part of the reward system (Armstrong, 2009). Performance management is a process of ensuring that employees' activities and outputs match the organization's goals. It is also conceptualized as a comprehensive and systematic process that benefits all organizational levels and employees by enhancing individual and collective performance. It is a means of increasing the engagement and motivation of people by providing positive feedback and recognition (Wilkinson & Redman, 2013). The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. Then various measures are used to compare the employee's performance over some time period with the desired performance. Often, rewards are developed to encourage good performance (Noe, Hollenbeck, Gerhart & Wright, 2011; Pal, 2011).

The performance challenge facing every organization is to develop management systems that make employees the firm's greatest asset (Dessler, 1994). Designing, developing, and implementing an organization wide performance management process links performance to the organization's strategic goals and objectives, constituent needs and expectations, and employee compensation and rewards. Applying the concepts, principles, and ideas of the performance management process at both the organizational and individual levels promotes maximum efficiency and performance throughout the firm (Gilley et al, 2009).

As Armstrong (2009) discussed performance management as it is a continuous process that reflects normal good management practices of setting direction, monitoring and measuring performance and taking action accordingly. Performance management should be treated as a natural function that all good managers carry out. It is concerned with getting the best from people and helping them to achieve their potential through achieving a shared vision of the purpose and aims of the organization. It is concerned with helping individuals and teams to

achieve their potential and recognize their role in contributing to the goals of the organization (Gichuhi, Abaja & Ochieng, 2012).

The overall objective of performance management is to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organization. It provides the basis for self-development but importantly, it is also about ensuring that the support and guidance people need to develop and improve is readily available (Armstrong, 2009).

2.1.2. Functions of Performance Management

The performance management is mainly concerned with the performance of the people, systems and organization (Gilley et al, 2009). To achieve this objective, performance management performs a variety of functions.

According to Mullins (2010), human resource managers are working with the people with the objective of creating an environment of openness, trust, mutual understanding, team spirit and cooperation. It helps to create healthy working environment with the help of HR policies, day to day dealings, rules and regulations regarding leaves, welfare, promotion, discipline, incentives, training etc. Management goes for planning of the job, competencies required for performing the jobs and standards required for performance of the jobs. It includes job description, job specification and fixation of job performance standard (Robbins, 1997).

Pal (2011) pinpoints that performance management system helps to carry out the various types of jobs in the organization of manpower where the required type and number of people are to be selected from such aspirants. Performance management helps the management to take decisions regarding the required standards of the performance in consultation with top level management, head of departments and experts or consultants (Gilley et al, 2009).

The management conducts orientation of the persons, provides education, and finds out the need for training and conduct training program for development of skills, knowledge and competencies. This can contribute in improvement of the performance of persons and the company (Mulwa & Weru, 2017).

After planning and development activities the next task of performance management is to measure the performance of the people at work (Ivancevich, 2007). On the basis of the measurement of performance further remedial action can be taken (Rowley & Jackson, 2011). After measurement of performance of all employees, the management finds the slow moving persons (Bateman & Snell, 2011). The objective of performance management is to find out the reasons for slow going. Then, the management conducts coaching session for such people and gives feed back to them (Gilley et al, 2009).

Through performance appraisal system the slow and fast working persons are identified. As per the output the management designs the compensation, recognition and reward system (Pal, 2011). Good performers are given better incentives whereas slow working persons may be given less incentives or may be denied. This keeps on motivating the people whether a slow or fast working person (Robbins, 1997).

By performing the functions like creating good working environment, planning for performance, measuring performance, providing performance feedback, designing suitable compensation, recognition and reward system the management helps in improvement of the performance as a whole (Pulakos, 2004).

2.1.3. Performance Management Process

The performance management process requires many ongoing activities in the organization. This includes the planning, implementation, performance assessment and final review and development plan stages (Mullins, 2010).

Planning is the process in which the future course of actions has been decided in advance which helps in giving the direction while performing the tasks (Rue & Byars, 1992). Generally, it involves the activities of scanning business environment, establishment of mission and goals,

developing of job-description and job specification as well as fixing performance standard (Bateman & Snell, 2011).

Action or Execution of Plan is walking the talk stage where the actions are to be taken simultaneously with work. The action regarding communication of performance plan, coaching, training and education, motivation and feedback of the performance should be taken by the managers or supervisors responsible for the jobs (Pal, 2011). After planning and execution of the plan, it becomes necessary to see whether the job is performed as per the planning and guideline which can be assessed during the work, mid of the year and at the end of the year (Dessler, 1994).

After performance assessment, the management reviews the responsibility and accountability, performance standard achieved, the competencies the employees possess, leadership quality shown, discipline during work, teamwork, level of commitment and comments from supervisors and employees in detail (Pal, 2011). This stage must involve reviews of performance standards achieved, strengths and weakness, preparing of action plan and development plan as well as identification of the reward, recognition and compensation plan (Gilley et. al, 2009).

2.1.4. Measures of Performance

According to Armstrong (2005) individual performance can be measured by reference to key performance indicators (KPIs) and metrics. KPIs define the results or outcomes that are identified as being crucial to the achievement of high performance. Measuring performance is relatively easy for those who are responsible for achieving quantified targets, for example sales. It is more difficult in the case of knowledge workers, such as scientists (Armstrong, 2005).

As Armstrong (2005) have pointed out that performance is a multidimensional construct, the measurement of which varies depending on a variety of factors. A more comprehensive view of performance is achieved if it is defined as embracing both behavior and outcomes. Employees' performance is an important factor that contributes to improve the outcomes, behavior and traits of the employees. It helps to improve the productivity of the organization.

There are a number of methods that are used to evaluate employee's performance. It may be evaluated on the basis of his traits and attributes as well as on the basis of his work or results and objectives achieved by him (Rowley & Jackson, 2011). Thus, employees' performance may be

measured in terms of standards of their traits and general behavior on the job or in terms of results and goals where some of the common techniques are presented below.

2.1.5. Factors Affecting Employees' Performance

There are certain factors individually and collectively effect on the performance of employees in a positive or negative way Le Tran (2002).

2.1.5.1. Training

Le Tran (2002) stated the developing process of employees' skill in order to improve the performance is called training. Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Rue & Byars, 1992).

Effective trainings convey relevant and useful information that inform employees and develop skills and behaviors that can be transferred back to the workplace. The goal of training is to create an impact that lasts beyond the end time of the training itself (Bateman & Snell, 2011). Training can be used as a proactive means for developing skills and expertise to prevent problems from arising and can be an effective tool in addressing any skills or performance gaps among staff (Aboazoum, Nimran & Musadieq, 2015).

Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior. Most of managers give training to their employees for three main purposes, which are:

- to increase productivity or the performance of employees;
- to achieve organizational goals; and
- to invest in employees to succeed in the unpredictable and turbulent business environment.

Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. Training helps to bridge the gap between the current performance and the standard desired performance. According to Swart, Mann, Brown, & Price (2005), bridging the performance gap refers to implement a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. Swart et.al (2005) stated that employee superior performance occur only because of good quality of training program that leads to employee motivation and their needs fulfillment. Competencies changes through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner (Wright & Geroy, 2001).

However, employee performance is also affected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and politics prevailing in the firm and the group dynamics. If the above mentioned problems exist in the firm, employee performance decreases not due to lack of relevant knowledge, skills and attitude, but because of above mentioned hurdles. To make training effective and to ensure positive effect of training on employee performance these elements should be taken into consideration (Wright & Geroy, 2001).

2.1.5.2. Motivation

Motivation is the willingness or desire to do something that conditioned by the activity or the ability to satisfy some needs (Bateman & Snell, 2011). Actions of motivating their employees are crucial in order to achieve the organizations' goals. The motivated employees relate to the manners of self-satisfaction, sell-fulfillment and commitment that are expected to produce better quality of work and oblige to the organizations' policies which will extensively materialize efficiencies and competitive advantage (Rue & Byars, 1992).

Motivation is concerned with the factors that influence people to behave in certain ways (Armstrong, 2005). Motivation enhances the job involvement by performing more meaningful

work and interesting as well as the reality that maintains the employees more creative and develops their successive job performance (Rowley & Jackson, 2011). Hence, the employee motivation is clearly essential for the success of employees, and achieving the organizational targets and objectives. Furthermore, employee motivation provides as an important factor of business activities whereby high motivation matches with job satisfaction, an intelligence of pride in someone's effort and a lifelong organizational commitment (Rafique, Ali & Ahmed, 2017).

Employee performance has a positive relationship between ability and motivation. This means that if either is inadequate then performance will be negatively affected. The components of ability which are an individual's intelligence and skills are viewed as accurate predictors of employee performance. Employees who are highly motivated are much likely to be high performers. This is due the fact that motivation is a satisfying factor whose presence strongly and positively affects individual performance and its absence overtime negatively affects individual performance (Kitong, Kingi & Uzel, 2016).

Le Tran (2002) stated that motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time.

2.1.5.3. Leadership

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others toward the accomplishment of specific goals in a given situation. Leadership is an ability of a manager to induce the subordinates to work with confidence and zeal. Leadership can be defined as the capacity to influence a group realization of the goal. Leaders are required to develop the future vision, and to motivate the organizational members to want to achieve the visions and to improve the performance (Iqbal, Anwar, Haider, 2015).

Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and to improve their performance and to direct them towards goals. Leadership is to deal and cope with change, focusing on the long-term and the big picture, not always doing to safe himself in fact to take risks, and concentrating on people and their values, not just the bottom line (Adair, 2002).

An effective leader has a responsibility to provide guidance and share the knowledge to the employee to lead them for better performance and make them expert for maintaining the quality. And to become a head of all the team members is such a great responsibility. The introduction of clear standards of leadership promotes the core values and maturity on their role and responsibility. As the situation affects which functions the leaders carries out, it would also affect the manner in which the functions are performed.

Iqbal et.al. (2015), stated that the participative style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in making different decisions. And in autocratic style leaders only have the authority to take decisions in which employees' feels inferior in doing jobs and decisions. In democratic style employee have to some extent discretionary power to do work so their performance is better than in autocratic style.

2.1.5.4. Organizational Culture

Organizational culture is the set of important assumptions-often unstated-that members of an organization share in common. There are two major assumptions in common; beliefs and values. Beliefs are assumptions about reality and are derived and reinforced by experience. Values are assumptions about ideals that are desirable and worth striving for. When beliefs and values are shared in an organization, they create a corporate culture (Azhar, 2003).

Robbins (2013) defines organizational culture as a relatively uniform perception held of the organization, it has common characteristics, it is descriptive, it can distinguish one organization from another and it integrates individuals, groups and organization systems variables. Organizational culture refers to a set of some commonly experienced stable characteristics of an organization which constitutes the uniqueness of that organization and differentiates it from others. It is the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational values are beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals.

Le Tran (2002) stated that Organizational Culture is common values and behaviors of the people that considered as a tool leads to the successful achievement of organization goals. Organizational culture is the mindset of people that distinguishes them from each other, within the organization of outside the organization. This includes values, beliefs, and behaviors of the employee's difference from the other organization (Hofstede, 2000).

Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increase the overall performance of the organization. According to the Swart et. al (2005), norms and values of organizational culture highly effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. The most important characteristic is shared value.

A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies. Shared value of employees is one of the basic components of organizational culture. And also clarifies that shared value which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, is a reflection of causal culture assumptions (Le Tran, 2002).

2.1.5.5. Working Environment

Workplace environment is a concept which has been operated by analyzing the extent to which employees perceive the immediate surroundings as fulfilling their intrinsic, extrinsic and social needs and their reason of staying with the organization (Bateman & Snell, 2011). The benefits of creating and maintaining a positive working environment are huge that enables greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health (Robbins, 1997). The working environment includes the physical, psychological and behavioral aspects. The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The psychosocial factor refers to the interactions between the environment and working conditions, organizational conditions, functions and content of the work, workers individual characteristics

and to those of members of their families. On the other hand, the behavioral factors that may affect the performance of bank employees at work place are the exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction over spell (Gilley et al, 2009).

The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. The quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover. The workplace's environment affects employee confidence, output and commitment both positively and negatively (Khan & Jabbar, 2013).

Other studies have examined the effect of work environment on workers job satisfaction, performance, and health. Scott, Jusanne, & Steven (2000) reported that working conditions associates with employees, job involvement and job satisfaction. Researches on quality of work life have also established the importance of safe and healthy working conditions in determining employees' job performance.

The working environment is perhaps a key root causing employee's engagement or disengagement. Another research indicates that improving the working environment reduces complaints and absenteeism while increasing productivity (Roelofsen, 2002). Workplace satisfaction has been associated with job satisfaction. In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity.

Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Weiss, 1999) as well as levels of job satisfaction and the perception of fairness of pay (Bockerman & Ilmakunnas, 2006).

Extensive scientific research conducted by Roelofsen (2002) has also yielded indications suggesting that improving working environment results in a reduction in a number of complaints

and absenteeism and an increase in productivity. Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment (Sekar, 2011). There are various literatures that define different factors that influence the performance of the employees. Haynes (2008) explains the behavioral office environment behavioral components of the office environment that have the greatest impact on office productivity. In all of the work patterns, it was found that interaction was perceived to be the component to have the most positive effect on productivity, and distraction was perceived to have the most negative. As people are the most valuable resource of an organization, and that the management of people makes a difference to company performance (Patterson, West, Lawthorn & Nickell, 2003). The workplace environment factors which lead to engagement or disengagement.

Le Tran (2002) cited on his journal that the influence degree of working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found for those individuals whose work environment accompanied the creative requirements of jobs. Enhancing the creative performance of employees has been recommended as dire for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization.

2.2. Empirical Related Literature Review

Deferent scholars and researchers have conducted studies with regard to the determinant factors affecting employees' job performance at their work at different countries in different sectors. Most of the research works focused on factors such as training, motivational factors, leadership, organizational culture, performance management system, working environment factors and employee related factors that have an impact on employee's job performance.

According to the study by Caroline & Kanyanjua (2019) aimed as assessing to establish the determinants of employee performance in manufacturing firms in Kenya with the East African Portland cement as a case study company, findings revealed that reward system ($r=0.572$, $p=0.000$), human resource development ($r=0.582$, $p=0.000$), working environment ($r=0.618$,

$p=0.000$), work life balance ($r=0.547$ $p=0.000$) were positively and significantly associated with employee performance. The regression results of the study also showed that reward systems (0.158, $p=0.071$), human resource development (0.251, $p=0.077$), work environment (0.257, $p=0.081$), work life balance (0.176, $p=0.077$) a significant positive predictor relationship with employee performance. The study found that reward systems, human resource development, working environment and work life balances were satisfactory variables in explaining the employee performance in east African Portland Cement Company with a coefficient of determination of 0.516.

The results of the research by Getamesay (2016) been done on Determinant Factors Affecting Employees' Job Performance the Case of Addis Ababa City Branches Wegagen Bank S.C showed that the mean value for motivation (mean=2.86), leadership (mean=2.94), organizational culture (mean=2.99), and working environment (mean=2.87) were below average. The correlation result indicated that there were positive relationship between all of independent variables and the dependent variable, rejecting all null hypotheses. The regression result showed that the independent variables has a 30.1% influence on the dependent. Accordingly, Organizational Culture (Beta=.215) makes the strongest unique contribution to explaining the dependent variable followed by Leadership (B=.205), then working environment (B=.145), training (0.137) and motivation (0.118).

According to Saeed, Mussawar, Lodhi, Iqbal, Nayab, & Yaseen (2013), organizational culture is positively correlated with employees' performance at the value $r=0.496$ with level of significance 0.000. The study also revealed that personal problems are also correlated with employees' performance at the value of $r=0.296$ with level of significance 0.000. Managers attitudes is also correlated with employees' performance at the value of $r=0.467$ with level of significance 0.000. Job content also correlated with employee performance at the value $r= 0.216$ with level of significance 0.008. Financial rewards also have a significant at the level of $r=0.246$ with level of significance 0.002.

A study by Abdullah (2014) seeks to identify factors that influence employee performance and the results showed that remuneration, creativity, training and development have a positive impact on employees' job performance.

Ngowi (2014) studies the impact of salary increment, training, organizational culture, organizational structure and reward system on employee performance and found that 72% of the respondents agreed that low salary and lack of training are challenges of employees' performance at Stanbic bank. The study also showed that organization structure, organization culture and reward system have positive impact on employees' performance.

According to Zhang (2016), the performance of the employees in the hotels were influenced by numerous factors such as rewards and incentives, work pressure and hotel environment and potential for career growth in the hotel sector. The result also showed that rewards and incentives are driving factors behind employees' performance.

According to Assefa (2016), in his study of commercial bank of Ethiopia on the impact of training and development on employees' performance, the finding of the study showed that the training found to have a significant effect on employee performance.

According to Massudi (2013), in his study of banking sectors in Tanzania, salary increment is the first motivational factor that motivates employee to perform. The study also revealed that good working environment also poses a good image about the bank to its internal and external customers. The main drawback of this study was it does not consider the factors including training and development, individual skill & experience as well as the role of performance management system on assuring employee performance.

Iqbal, Anwar, Haider (2015), sought to investigate the effect of leadership styles practiced in an organization and their effect on employee performance stated that the leadership practices have effect on employees' job performance.

A research conducted by Naharuddin & Sadegi (2013) which aims to investigate Factors of Workplace Environment that Affect Employees Performance: A Case Study of Miyazu Malaysia, showed that there is a very strong positive and significant relationship with employees' job performance with the correlations of 0.828.

Dahkoul (2018) aims to explore the determinants of employees' performance in Jordanian industrial sector specifically exploring the impact of employees' satisfaction, management standards and trainings on employee's performance, and showed that employees satisfaction,

management standards and trainings are significant factors for employees' performance; having significant impact on employee engagement that ultimately leads towards employees' performance.

Therefore, from above all empirical research discussion the researcher observed that employee performance can be affected by numerous factors. Among that factors, training, motivation, leadership, organizational culture and work environment have positive and significant relationship with employees' performance.

2.3. Conceptual Framework

The study is mainly conducted based on the conceptual framework which adopted from Le Tran, 2002 as depicted in figure below. This research study will have mainly five independent variables namely Leadership, organizational Culture, Training, Motivation and working environment and one dependent variable i.e. Employee performance of EPHARM. The purpose of the study will be to find out the relationship between independent variables and dependent variable. Moreover, to see to what extent Leadership, organizational Culture, Training, Motivation and working environment factors affect employees' performance in EPHARM and which factor contribute significantly.

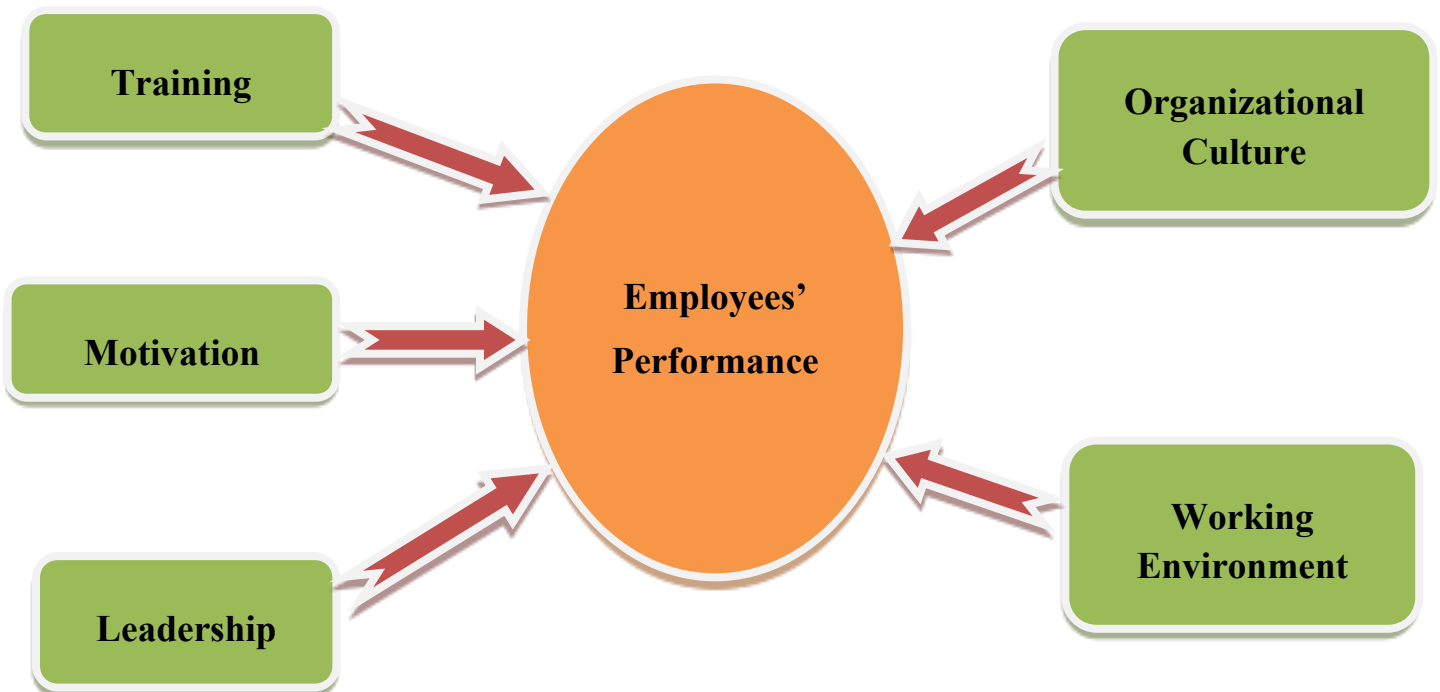


Figure 1 Conceptual Framework, adapted from Le Tran (2002)

2.4) Hypothesis

The hypotheses assume that employees' job performance are affected by and dependent on multiple factors including leadership, organizational culture, working environment, motivation and training. This study aims to figure out the effect of above-mentioned variables on the performance of employee (Le Tran, 2002). Based on the problem and the research questions of the study, the following hypotheses developed.

- Hypothesis 1: Training has a statistically significant positive effect on employees' performance.
- Hypothesis 2: Motivation has a statistically significant positive effect on employees' performance.
- Hypothesis 3: Leadership has a statistically significant positive effect on employees' performance.
- Hypothesis 4: Organizational culture has a statistically significant positive effect on employees' performance.
- Hypothesis 5: Working environment has a statistically significant positive effect on employees' performance.

CHAPTER 3 RESEARCH METHODOLOGY

This chapter presents the research approach, research design, data types and sources, population, sampling technique and sample size determination, data collection procedures, data analysis techniques, ethical considerations, reliability and validity.

3.1. Research Approach

Research approaches are plans and procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation (John, 2014). There are three basic approaches to research (a) qualitative (b) quantitative (c) mixed methods. Quantitative approach is the most appropriate approach if the aim is to describe the degree of relationship which exists between the variables. Quantitative approach helps researchers to test relationships between variables (Creswell, 2012).

The researcher selected and used a quantitative research approach to assess the determinant factors of employee performance in manufacturing sector in the case of EPHARM and investigate the effect and relationship between the determinant factors and employee performance.

3.2. Research Design

Research design is the conceptual structure within which research is conducted and constitutes the blue print for the collection; measurement and analysis of data (Kothari, 2004). It helps the researcher to obtain relevant data to fulfill the objectives of the study. There are different types of scientific research namely exploratory research, descriptive research and explanatory research (Bhattacharjee, 2012).

This research was conducted using both descriptive and explanatory research design and also different inferential statistics tools were utilized to explain the relationship between the stated determinant factors and their effect on employee performance in the manufacturing sector in the case of EPHARM.

3.3. Data Types and Source

3.3.1. Sources of Data

There are two kinds of sources for data collection and these are primary and secondary sources of data. Primary data are those which are collected afresh and for the first time and happen to be original in the character; from the field by the researcher which is subject to the topic under study (Kothari, 2004). Secondary sources are sources containing data, which are collected and computed for other purpose but also they helped the researcher in this study. The researcher used questionnaire as source of primary data. The researcher obtained secondary data from various source of information including journal, books and internet. In this study both primary and secondary sources were used in gathering information for the study.

3.3.2. Methods of Data Collection

In order to realize the target of the study, the study used a well-designed questionnaire as an instrument. The questionnaire was adopted from different sources which were found to be appropriate for the study. The questionnaire contained close ended Likert scale questionnaires and rated from 1 (strongly disagree) to 5 (strongly agree). Employees of EPHARM were taken as the main source of primary data. Secondary data on the company's records and previous works

conducted in the subject matter were collected and used mainly from reference books, journals, and companies report and websites.

3.3.3. Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable. According to Bhattacharjee (2012), internal consistency reliability is a measure of consistency between different items of the same construct. Cronbach alpha is a coefficient of reliability. Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability. An acceptable level of reliability is usually implied by a result of 0.8 and above, although most researchers accept an alpha coefficient of 0.7 as acceptably (Bryman & Bell, 2014).

The Cronbach Alpha (α) coefficient was statistically calculated to determine the reliability of the data about all the listed determinant factors of employee performance. The minimum coefficient for this research was thus set at $\alpha \geq 0.70$. Scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability.

3.3.4. Validity

Validity often called construct validity refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure (Bhattacharjee, 2012). Validity is concerned with how well the concept is defined by the measure. Content validity involves the degree to which the study is measuring what it is supposed to measure and focuses on the accuracy of the measurement (John, Hafiz, Raeside & White, 2007). Content validity is an assessment of how well a set of scale items matches with the relevant content domain of the construct that it is trying to measure. Convergent validity refers to the closeness with which a measure relates to (or converges on) the construct that it is purported to measure, Predictive validity is the degree to which a measure successfully predicts a future outcome that it is theoretically expected to predict. Concurrent validity examines how well one measure relates to other concrete criterion that is presumed to occur simultaneously.

The study applied content validity because it assess how well a set of scale items matches with the relevant content domain of the construct that it is trying to assess.

3.4. Population and Sampling Design

Sampling is the process or technique of selecting a suitable sample for the purpose of determining parameters or characteristics of the whole population (John et al., 2007).

3.4.1. Population of the Study

The source population of the study consists of all employees of EPHARM working at the different production and sales department. According to the internal financial document of EPHARM, there are 350 employees (N=350). The target populations for the study were all employees of EPHARM. The study unit of the study was selected employees of EPHARM.

3.4.2. Sample Size Determination

Considering the size, as well as the time, it will be difficult to include the whole population. So the researcher forced to draw sample from the whole population. Krejcie and Morgan (1970) pointed that there is no need of calculations by using formula and developed an efficient method of determining the sample size needed to be representative of a given population. In order to determine the sample size of given population, only the table has to be considered. According to Krejcie and Morgan sample size table for known population (N=350); the sample size of this study is **181**.

Table 1: Table for Determining Sample Size from a Given Population, Krejcie and Morgan (1970)

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341

20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

3.4.3. Sampling Techniques

It is a definite plan for obtaining a sample from a decided population. A better sampling technique has a smaller sampling error for an appropriate sample size at a reasonable cost. A systematic bias results from error in sampling procedures which cannot be eliminated or reduced by increasing sample size. Natural bias of respondents in the reporting of data is often the cause of systematic bias (Kothari, 2004). Random sampling from a finite population refers to the method of sample selection which gives each possible sample combination an equal probability

of being picked up and each item in the entire population to have an equal chance of being included in the sample. The results obtained from random sampling can be measured in terms of probability (Kothari, 2004). There are two basic sampling techniques which are probability and non-probability sampling.

By keeping this in view, the researcher used a simple random sampling procedure in this study. The populations of the study are employees of EPHARM.

3.5. Data Collection Procedure

Data collection was conducted by a self-administered questionnaire. The questionnaire was carefully designed and developed in a way that used to measure the effect of the proposed independent variables on the dependent variable. This self-administered questionnaire was developed with a five point Likert scale with close ended questions. The type of questions, form, wording and sequences were also considered carefully. The study participants were selected using a simple random sampling method and questionnaire was distributed in person.

3.6. Data analysis Techniques

After the questioners were returned back, the researcher checked for the completeness and coded and entered the data for electronic processing using the software Statistical Package for Social Sciences software (SPSS Version 23). Several quantitative statistical techniques were used to analyze the data. The data analysis includes both descriptive and inferential statistics. Descriptive statistics such as frequencies, percentages, means and standard deviations were used to summarize and present the data. In addition, correlation analysis using Pearson correlation coefficient was used to show and assess the relationship between independent variables and dependent variables of the study.

A linear regression analysis was done to examine the influence of the independent variables on the dependent variable. The multiple regression equation was used to describe the relationship between independent variables and dependent variables.

$$\text{Mathematically, } Y = \beta + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) + \beta_5(X_5) + \varepsilon$$

Where

Y is the dependent variable (Employee Performance)

X_1, X_2, X_3, X_4 and X_5 are independent variables (Training, Motivation, Training, Leadership, Organizational Culture and Working Environment).

β is intercept of dependent variable, its mechanical interpretation is the average value of dependent variable when the stated independent variables are set equal to zero.

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ are the coefficients of the determinant factors their respective independent variables (Training, Motivation, Training, Leadership, Organizational Culture and Working Environment), which measures the change in the mean value of dependent variable, per unit change in their respective independent variables

ε is error term

3.7. Ethical Considerations

Ethics are the moral distinction between right and wrong, and what is unethical may not necessarily be illegal (Bhattacharjee, 2012). In order to be ethical a researcher should consider voluntary participation and harmlessness. Name of the respondents and companies name are not asked to write in order to increase the confidentiality of the information they give. And also the questionnaire explains that the purpose of research was for academic purpose and finally the respondents were included based on their willingness. Furthermore, the researcher avoids misleading or deceptive statements in the questionnaire. Lastly, the questionnaires were distributed only to voluntary participants.

The study was conducted by considering ethical responsibility. This includes providing information to the respondents the purpose of the study and the use of the information as well. Information obtained was held in strict confidentiality by the researcher. Respondents' anonymity was kept so that participants would feel free and safe to express their ideas.

CHAPTER 4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter presents data presentation, analysis and interpretation of the research findings. Descriptive and inferential statistics were used to analyze the data using SPSS V. 23 as a statistical tool. In order to make the collected data suitable for the analysis, all questionnaires were screened for completeness. Out of the 181 distributed questionnaires, 160 were returned. During data editing, the collected questionnaires were checked for errors and were found to be valid and used for the final analysis, which represent 88.4 % valid response rate.

4.2. Characteristics of the Respondents

Background information of the study participants such as demographic data, are useful to make the analysis more meaningful for the readers. The purpose of the demographic analysis of the present research was to describe the characteristics of the sample with respect to proportion of sex, range of age, educational background, year of experience, marital status and work position. The frequency distributions of demographic variables were presented below on Table 2.

Table 2: Demographic Characteristics of the respondents

<i>Items</i>		<i>Frequency</i>	<i>Percent</i>
Sex	Male	86	53.8
	Female	74	46.3
Age (Year)	21-30	30	18.8
	31-40	74	46.3
	41-50	46	28.7
	51-60	9	5.6
	>60	1	0.6
Educational background	Diploma	52	32.5
	Bachelors Degree	102	63.7
	Master Degree	6	3.8
Year of Service you have worked at EPHARM	1 - 4 Years	43	26.9
	5 - 9 Years	56	35.0
	10 - 14 Years	40	25.0
	≥ 15 Years	21	13.1
Marital Status	Single	41	25.6
	Married	96	60.0
	Divorced	15	9.4
	Widowed	8	5.0

Current working position	Sales	10	6.3
	Production	150	93.7

Source: Survey Result (December, 2020)

As shown on Table 2, out of 160 respondents, the male respondents constituted the highest percentage 86 (53.8%) while their female counterparts only constituted 74 (46.3%) of the respondents. This implies that there are a comparable number of male and female employees working at EPHARM.

Regarding age distribution of the respondents, 74(46.3%) of the respondents were in the age group of 31-40 years, 46(28.7%) were in the age group of 41-50 years , 30(18.8%) were in the age group of 21-30 years, while only 9 (5.6%) and 1(0.6%) were in the age group of 51-60 and >60 years respectively. This implies that most of the respondents were matured adults and young, they are in a productive age group and can contribute for the achievement of company objectives.

According to the finding of the study, majority 102(63.7%) of the respondents have a bachelors degree, while 52(32.5%) completed diploma and the rest 6(3.8%) of the respondents have a masters degree. This implies that the employees of the EPHARM are educated and capable of performing at the highest level.

The finding of the study also showed that 56(35.0%) of the respondents have an experience of 5 – 9 years at EPHARM, 43(26.9%) were 1 - 4 Years, 40(25.0%) were 10-14 years and 12(6.8%) were employed for \geq 15 years. This implies that majority of the respondents are well experienced, and capable of understanding the company and function well.

Regarding marital status of the study participants, majority of the respondents 96 (60.0%) of the respondents were married, 41(25.6%) single, 15(9.4%) divorced and 8(5.0%) widowed.

Regarding the current working position of respondents, majority 150 (93.7%) work at production units of the company and the remaining 10 (6.3%) work at the sales department. This implies that as a manufacturing company, majority of the respondents are working in the different production units.

4.3. Descriptive Analysis

Descriptive statistic of means and standard deviations were obtained for both independent and dependent variables. The descriptive analysis is used to look at the data collected and describe that information. Mean value provides the idea about the central tendency of the values of a variable while standard deviation gives the idea about the dispersion of the values of a variable from its mean value. For all the questions regarding the determinant of employee performance, the mean score and standard deviation have been computed and presented in Table 3.

Table 3: Descriptive analysis of determinants of Employee Performance

	N	Mean	Std. Deviation
Training objectives are aligned to organizational objectives	160	3.58	.908
Employees participate in identifying their training needs	160	3.46	1.027
In-service/on-the job training adequately addresses the skill gaps.	160	3.57	1.247
Incompetent employees are identified and provided with the necessary support.	160	3.29	1.200
Training agendas are informed before training date	160	3.62	1.132
The training materials and methods are capable enough to accomplish training objectives	160	3.49	.991
The training place and time is suitable to meet the training agendas	160	3.59	1.101
I feel a strong desire to apply what I have learned during the training	160	4.07	1.133
EPHARM conducts proper training evaluation	160	3.72	1.046

EPHARM follows employee's performance after training	160	3.54	.951
Training	160	3.5919	.72032
My salary is equitable when compared with other similar companies	160	3.28	1.041
My salary is satisfactory in relation to what I do	160	2.93	1.065
My salary is in accordance with my work experience and increases on fair Manner	160	2.96	1.266
I am satisfied with EPHARM's benefits package.	160	3.05	1.288
EPHARM gives recognition to hard working employees	160	3.27	1.020
Staffs are promoted in a fair and transparent way	160	3.28	1.021
EPHARM conducts timely salary and benefit package adjustments to motivate its employees	160	3.31	1.029
Motivation	160	3.1536	.82596
My supervisor values ideas and skills I bring to the company	160	3.82	.875
I am satisfied with freedom to make decision on my role	160	3.36	.872
I have the opportunity to take part when decisions are made	160	3.49	.832
My supervisor gives me regular feedback on my performance.	160	3.62	.726
My supervisor inspires me to achieve the company objectives.	160	3.91	.867
My supervisor is unbiased and treats ever employee without discrimination.	160	3.75	1.058
Leadership	160	3.6583	.66399
I am familiar with the overall company's shared values and	160	3.74	1.000

beliefs			
Employees are encouraged to come up with new ideas	160	3.51	.911
Rules set out within the organization are practical	160	3.27	1.120
There is a shared value of cooperation among employees	160	3.58	.962
Employees are committed to the vision, mission and goals of the Organization	160	3.94	.895
Organizational Culture	160	3.6062	.70628
I am provided with adequate facilities and resources to do my job effectively	160	3.68	1.118
The physical surrounding where I am working is comfortable and convenient to perform my job	160	3.16	1.002
The working condition like space, seating arrangement, ventilation, refrigerator, lighting etc helped me to do my duties in better way	160	3.36	.835
The company provides flexible work hours to accommodate my personal needs	160	3.17	1.255
I get the opportunity to work with my colleagues and to communicate on aspects of our job	160	3.61	1.028
The Working environment is safe	160	3.53	1.093
Working Environment	160	3.4198	.67732

Source: Survey Result (December, 2020)

As depicted on Table 3, all independent variables (training, motivation, leadership, organizational culture and working environment) have a mean score above average of 3. Leadership has a mean score of 3.6583 ± 0.66399 . Organizational culture has a mean score of

3.6062 ± 0.70628. Training has a mean score of 3.5919 ± 0.72032. Working environment has a mean score with 3.4198 ± 0.67732. Motivation has a mean score of 3.1536 ± 0.82596. The finding of the study showed that all five independent variables have a mean score greater than 3 with leadership having the highest mean score and motivation with the lowest. This shows that all of the determinants of employee performance have a mean value greater than the average score.

The study also tried to assess employees' response regarding their performance in EPHARM from employees' point of view.

Table 4: Descriptive analysis of Employee Performance

	N	Mean	Std. Deviation
I strictly follow the policies and procedures of the company (dressing code, moral and ethical standards, rules of conduct etc.)	160	4.19	.797
I am confident and competent in my work.	160	4.40	.771
I properly use, handle and manage company's resources and assets	160	4.19	.935
I respect the working hours and try to reduce time wasting by avoiding lateness and absence	160	4.37	.631
I effectively communicate and work with my colleagues	160	4.39	.673
I effectively apply the knowledge and skill gained through	160	4.07	.840

training			
I generate or come up with new ideas to improve the working practice of the company	160	3.94	.818
I am motivated and able to carry out orders and assigned tasks on time from the management	160	3.94	.715
I effectively compile a complete work-related information and transfer to the concerned parties	160	4.00	.654
I give a maximum effort to increase the production and sales of the company	160	4.09	.662
I provide accurate and timely reports	160	4.14	.815
Employee Performance	160	4.1574	.42771

Source: Survey Result (December, 2020)

According to results of the study depicted on Table 4, the mean score of responses regarding employee performance found to be 4.1574 ± 0.42771 . They provided a higher performance rating and the employees of EPHARM perceive that they are performing at a higher level. But this might be overestimated because the response was recorded from employees' point of view regarding their own performance.

4.4. Reliability and Validity Analysis

Reliabilities of the scales were checked after coding and entering data into SPSS version 23.0. Cronbach's alpha coefficients were computed for each scale to determine the internal consistency reliability of the instruments used in the study.

Table 5: Summary of Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

Training	.842	.846	10
Motivation	.866	.864	7
Leadership	.851	.852	6
Organizational Culture	.768	.776	5
Working environment	.707	.709	6
Employee Performance	.783	.783	11

Source: *Survey Result (December, 2020)*

According to Malhotra & Birks (2007), the value of 0.60 is considered as in the lower limit of acceptability for Cronbach's alpha. As shown on Table 5, all variables found to have a Cronbach's alpha value above 0.70 and the overall alpha value found to be 0.858 which shows the acceptability of the measurement scales used.

The content validity of the study was checked by using the correlation results of the analysis. As suggested by Hair, Anderson, Tatham, & Black (1998), the Pearson correlation coefficient results need to be low with values no higher than 0.9 which indicate the constructs are distinct from one another and deemed to have an acceptable level of discrimination which establishes the content validity of the questionnaire with the likert questions.

4.5. Pearson Correlation Analysis

In order to determine the association between independent variables (training, motivation, training, leadership, organizational culture and working environment) and the dependent variables (employee performance), a correlation analysis using Pearson correlation was computed.

Table 6: Pearson Correlations Analysis

Correlations

		Training	Motivatio n	Leadershi p	Organizational Culture	Working Environment	Employee Performance
Training	Pearson Correlation	1	.547**	.449**	.683**	.477**	.150*
	Sig. (1-tailed)		.000	.000	.000	.000	.029
	N	160	160	160	160	160	160
Motivation	Pearson Correlation	.547**	1	.406**	.661**	.661**	.307**
	Sig. (1-tailed)	.000		.000	.000	.000	.000
	N	160	160	160	160	160	160
Leadership	Pearson Correlation	.449**	.406**	1	.693**	.460**	.439**
	Sig. (1-tailed)	.000	.000		.000	.000	.000
	N	160	160	160	160	160	160
Organizational Culture	Pearson Correlation	.683**	.661**	.693**	1	.665**	.449**
	Sig. (1-tailed)	.000	.000	.000		.000	.000
	N	160	160	160	160	160	160
Working Environment	Pearson Correlation	.477**	.661**	.460**	.665**	1	.442**
	Sig. (1-tailed)	.000	.000	.000	.000		.000
	N	160	160	160	160	160	160
Employee Performance	Pearson Correlation	.150*	.307**	.439**	.449**	.442**	1
	Sig. (1-tailed)	.029	.000	.000	.000	.000	
	N	160	160	160	160	160	160

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Source: *Survey Result (December, 2020)*

Pearson correlation coefficient reveal magnitude and direction (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). According to Kotrlik, Williams, Jabor (2011) interpretation of the effect size of Correlation coefficient(r), a value of 0.01 to 0.09 shows negligible association; 0.10 to 0.29 shows low association; 0.30 to 0.49 imply moderate association; 0.50 to 0.69 shows Substantial association and a value of 0.70 or higher indicates a very strong association.

As depicted on Table 6, training ($r=0.150$, $p=.029$), motivation ($r=0.307$, $p<.001$), leadership, ($r=0.439$, $p<.001$), organizational culture ($r=0.449$, $p<.001$) and working environment ($r=0.442$, $p<.001$) were significantly and positively correlated with the dependent variable (employee performance). All five determinant independent variables have a positive and statistically significant correlation with employee performance. From the results presented on Table 6, organizational culture was found to be highly correlated to employee performance (0.449) followed by working environment (0.442), leadership (0.439), and motivation (0.307) and training (0.150). This implies that any improvements to any of the determinant factors contribute to improvement in employee performance.

The result depicted on Table 6 shows that the existing training ($r=0.150$, $p=.029$) practice has a low positive and statistical significantly relation with employee performance. This means training activities of EPHARM have a low association with employees' performance.

The other four determinant factors, motivation ($r=0.307$, $p<.001$), leadership, ($r=0.439$, $p<.001$), organizational culture ($r=0.449$, $p<.001$) and working environment ($r=0.442$, $p<.001$) have a moderate level of positive and statistical significantly association with employee performance.

4.6. Regression Analysis

This section of the study discusses about the relationships among variables using a statistical process namely regression analysis. It helps to assess the relationship between a dependant and

one or more independent variables. It also allows predicting the value of the dependant variable when a chosen independent variable is varied while the rest are held constant.

4.6.1. Assumptions of Regression Analysis

According to Hair et al., (1998), meeting the assumptions of regression analysis is necessary to confirm that the obtained data from the sample will truly represent the population and the researcher has obtained the best results. Adequacy of the sample size, multi-collinearity, linearity, heteroskedasticity and normality assumption tests were checked before regression analysis was undertaken.

Multi-Collinearity and Adequacy of Sample Size

The two most important conditions to be fulfilled before conducting regression analysis are the adequacy of the sample size and non-existence of correlation among the independent variables. The size of the sample has a direct effect on the statistical power of the significance testing in multiple regressions, which refers to the probability of detecting statistically significant R-square or a regression coefficient at a specified significance level and it is suggested that the sample size should be at least 20 times more than the number of independent variables, as a rule of thumb, in order to get the desired level of statistical power. (Ho, 2006). Given this rule of thumb, there are 5 independent variables and the number of respondents used for this study was 160 which were over the required criteria.

The other important condition for regression analysis is that there should not be interrelationship among independent variables. The situation in which the independent/predictor variables are highly correlated is known as multi-collinearity. When independent variables are multi-collinear, there is “overlap” or sharing of predictive power, which may lead to a situation where the regression model fits the data well, but none of the predictor variables has a significant effect in predicting the dependent variable (Ho, 2006). According to Ho (2006), the existence of multi-

collinearity can be checked using the “Tolerance” and “Variance Inflation Factor (VIF)” values for each predictor. The tolerance value is an indication of the percentage of variance in one predictor that cannot be accounted for by the other predictors. The value of tolerance should be above 0.10 and any value lower than this indicates the existence of multi-collinearity. On the other hand, VIF is computed as “1/tolerance,” VIFs start at 1 and have no upper limit. A VIF value of 1 indicates that there is no correlation while VIFs between 1 and 5 suggest that there is a moderate correlation, but it is not severe enough to warrant corrective measures. VIFs greater than 5 represent critical levels of multi-collinearity where the coefficients are poorly estimated, and the p-values are questionable (Saunders, Lewis & Thornhill, 2009).

Table 7: Multi-collinearity test of VIF and tolerance

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Training	.517	1.935
	Motivation	.456	2.193
	Leadership	.514	1.947
	Organizational Culture	.257	3.889
	Working Environment	.469	2.131

a. Dependent Variable: Employee Performance

Source: Survey Result (December, 2020)

As depicted on Table 7, both tolerance and VIF were calculated for independent variable and value of tolerance for each independent variable was found to be above 0.10 and VIF was between 1 and 5 which indicate the existence of moderate level of multi-collinearity which is not severe enough to warrant corrective measures and fulfills the criteria of multi-collinearity for regression analysis.

Linearity and Heteroskedasticity

According to Hair et al. (1998), the linearity of the relationship between the dependent and independent variable represent the degree to which the change in the dependent variable is associated with the independent variable. Conventional regression analysis will underestimate the relationship when nonlinear relationships are present, i.e., R^2 underestimates the variance explained overall and the betas underestimate the importance of the variables involved in the non-linear relationship (Malhotra & Birks, 2007).

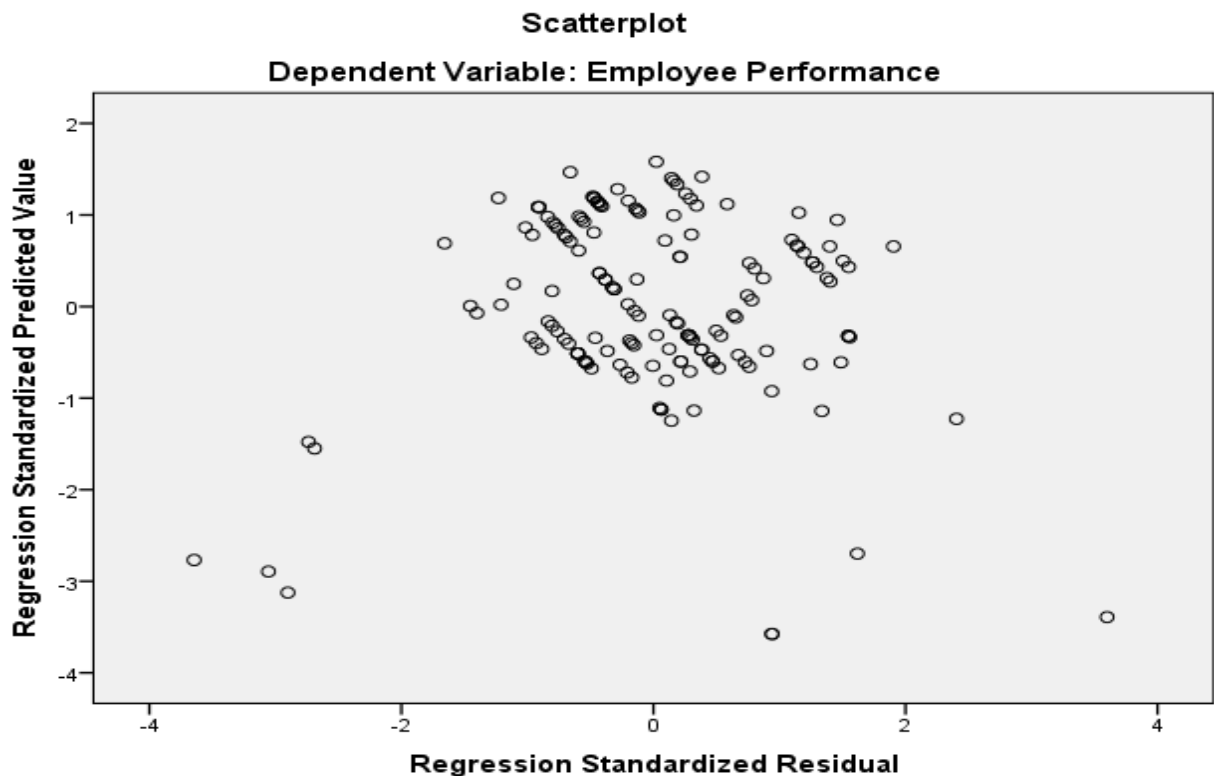


Figure 2 Scatterplot

Figure 2 shows the scatter plot of standardized residuals versus the fitted values for the regression models. As seen from scatter plot, the trend was centered on zero and the variances around zero is scattered uniformly and randomly. According to Malhotra & Birks (2007) regarding heteroskedasticity assumption, the variance of the errors is not constant across observations and the variance of the errors can be explained by the function of variances of explanatory variables. Based on this observation, the linearity and heteroskedasticity assumption were satisfied.

Normality of the Error Term Distribution

Normality refers to the shape of data distribution for an individual metric variable, and its correspondence to the normal distribution (Hair et al., 1998). For estimating normality, skewness and kurtosis information values were observed, and probability plots were also drawn. Skewness provides information regarding the symmetry of the distribution, whereas Kurtosis provides information regarding peakedness of the distribution (Pallant, 2001).

Table 8: Descriptive Statistics of Skewness and Kurtosis

	N	Mean	Std. Deviation
Training objectives are aligned to organizational objectives	160	3.58	.908
Employees participate in identifying their training needs	160	3.46	1.027
In-service/on-the job training adequately addresses the skill	160	3.57	1.247

gaps.			
Incompetent employees are identified and provided with the necessary support.	160	3.29	1.200
Training agendas are informed before training date	160	3.62	1.132
The training materials and methods are capable enough to accomplish training objectives	160	3.49	.991
The training place and time is suitable to meet the training agendas	160	3.59	1.101
I feel a strong desire to apply what I have learned during the training	160	4.07	1.133
EPHARM conducts proper training evaluation	160	3.72	1.046
EPHARM follows employee's performance after training	160	3.54	.951
Training	160	3.5919	.72032
My salary is equitable when compared with other similar companies	160	3.28	1.041
My salary is satisfactory in relation to what I do	160	2.93	1.065
My salary is in accordance with my work experience and increases on fair Manner	160	2.96	1.266
I am satisfied with EPHARM's benefits package.	160	3.05	1.288
EPHARM gives recognition to hard working employees	160	3.27	1.020
Staffs are promoted in a fair and transparent way	160	3.28	1.021
EPHARM conducts timely salary and benefit package adjustments to motivate its employees	160	3.31	1.029

Motivation	160	3.1536	.82596
My supervisor values ideas and skills I bring to the company	160	3.82	.875
I am satisfied with freedom to make decision on my role	160	3.36	.872
I have the opportunity to take part when decisions are made	160	3.49	.832
My supervisor gives me regular feedback on my performance.	160	3.62	.726
My supervisor inspires me to achieve the company objectives.	160	3.91	.867
My supervisor is unbiased and treats ever employee without discrimination.	160	3.75	1.058
Leadership	160	3.6583	.66399
I am familiar with the overall company's shared values and beliefs	160	3.74	1.000
Employees are encouraged to come up with new ideas	160	3.51	.911
Rules set out within the organization are practical	160	3.27	1.120
There is a shared value of cooperation among employees	160	3.58	.962
Employees are committed to the vision, mission and goals of the Organization	160	3.94	.895
Organizational Culture	160	3.6062	.70628
I am provided with adequate facilities and resources to do my job effectively	160	3.68	1.118
The physical surrounding where I am working is comfortable and convenient to perform my job	160	3.16	1.002
The working condition like space, seating arrangement, ventilation, refrigerator, lighting etc helped me to do my duties	160	3.36	.835

in better way			
The company provides flexible work hours to accommodate my personal needs	160	3.17	1.255
I get the opportunity to work with my colleagues and to communicate on aspects of our job	160	3.61	1.028
The Working environment is safe	160	3.53	1.093
Working Environment	160	3.4198	.67732

Source: Survey Result (December, 2020)

: Descriptive analysis of Employee Performance

	N	Mean	Std. Deviation
I strictly follow the policies and procedures of the company (dressing code, moral and ethical standards, rules of conduct etc.)	160	4.19	.797
I am confident and competent in my work.	160	4.40	.771
I properly use, handle and manage company's resources and assets	160	4.19	.935
I respect the working hours and try to reduce time wasting by avoiding lateness and absence	160	4.37	.631
I effectively communicate and work with my colleagues	160	4.39	.673

I effectively apply the knowledge and skill gained through training	160	4.07	.840
I generate or come up with new ideas to improve the working practice of the company	160	3.94	.818
I am motivated and able to carry out orders and assigned tasks on time from the management	160	3.94	.715
I effectively compile a complete work-related information and transfer to the concerned parties	160	4.00	.654
I give a maximum effort to increase the production and sales of the company	160	4.09	.662
I provide accurate and timely reports	160	4.14	.815
Employee Performance	160	4.1574	.42771

Source: Survey Result (December, 2020)

Descriptive Statistics

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Training	160	-.347	.192	-.676	.381
Motivation	160	.318	.192	-.915	.381
Leadership	160	-1.020	.192	1.104	.381
Organizational Culture	160	-1.077	.192	2.301	.381

Working Environment	160	-.428	.192	.384	.381
Valid N (listwise)	160				

Source: *Survey Result (December, 2020)*

According to Hair et al., (1998), the most commonly acceptable value for (kurtosis/skewness) distribution is ± 2.58 . As shows in Table 8, all values of skewness and kurtosis for the transformed and standardized values have been found to be within the acceptable range.

In addition, Malhotra & Birks (2007) propose that normal probability plots are often conducted as an informal means of assessing the non-normality of a set of data. Hair et al. (1998) also explain that the plots are different from residuals plots in that the standardized residuals are compared with the normal distribution. In general, the normal distribution makes a straight diagonal line, and the plotted residuals are compared with the diagonal. If a distribution is normal, the residual line will closely follow the diagonal (Hair et al., 1998).



Figure 3 Normal P-P Plot of Regression Standardized Residual

As shown on Figure 3, the P-P plots follows a straight line which justifies the residuals were deemed to have a reasonably normal distribution, as suggested by Hair et al. (1998).

4.6.2. Multiple Regression Analysis

Linear regression is a method of estimating or predicting a value on some dependent variables given the values of one or more independent variables. Like correlations, statistical regression examines the association or relationship between variables. Unlike with correlations, however, the primary purpose of regression is prediction (Marczyk, DeMatteo & Festinger, 2005).

Multiple R is a correlation between the observed values of y , the values of y predicted by multiple regression models. Therefore, large values of the multiple R represent a large

correlation between the predicted and observed values of the outcome. Adjusted R square was used to measure the percentage of variance in the dependent variable explained by the independent variables. From the multiple regression equation, the standard regression coefficient (beta weight) was determined to compare the effect of each independent variable had on the variability of the overall purchase decision.

Table 9: Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562 ^a	.316	.293	.35952

a. Predictors: (Constant), Working Environment, Leadership, Training, Motivation, Organizational Culture

b. Dependent Variable: Employee Performance

Source: *Survey Result (December, 2020)*

The model summary table shows the strength of relationship between the independent and the dependent variable. Based on the model summary results showed on Table 9, when employee performance was regressed on the five independent variables, the independent variables contribute to statistically significant relationship ($p < 0.01$) on the dependent variable.

The coefficient of determination R^2 is a measure of how good a prediction of the criterion variable the researcher can make by knowing the predictor variables. Accordingly, 31.6% of employee performance variation accounted for combined effect of the studied independent variables (Training, Motivation, Leadership, Organizational Culture and Working Environment). But, sometimes R^2 tends to somewhat over-estimate the success of the model when applied to real world. Therefore, to see the success of the study model in the real world, adjusted R^2 is more preferable than R^2 . Therefore; the variation explained by the regression of all the predictor variables on employee performance is 29.3%. A comparable result of was observed from the result a study by Getamesay (2016) which on showed that 30.1% of the variation in employee

performance can be explained by the variability of the five determinants of employee performance. This implies that the remaining 70.3% of the variability in employee performance influenced by factors which are not covered in this study.

The ANOVA table showed that the combination of determinant variables significantly predicts the dependent variable. ANOVA tests whether the model is significantly better at predicting the outcome than using the mean as a best guess; specifically, the F-ratio represents the ratio of the improvements in prediction that results from fitting the model, relative to the inaccuracy that still exists in the model.

Table 10: ANOVA

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.181	5	1.836	14.205	.000 ^b
	Residual	19.906	154	.129		
	Total	29.086	159			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Working Environment, Leadership, Training, Motivation, Organizational Culture

Source: *Survey Result (December, 2020)*

According to the ANOVA result shown on Table 10, F values is 14.205, which was significant at $p < 0.001$. This result implies that there was less than a 0.1% chance that an F-ratio larger would happen by chance alone. Therefore, the regression model results in significantly better prediction of employee performance with determinant actors (training, motivation, leadership, organizational culture and working environment) than if the researcher used the mean value of employee performance with the stated determinants.

Table 11: Coefficients of Determinants of Employee Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.977	.189		15.744	.000
	Training	-.172	.055	-.290	-3.125	.002
	Motivation	-.011	.051	-.020	-.205	.837
	Leadership	.149	.060	.231	2.482	.014
	Organizational Culture	.191	.080	.316	2.401	.018
	Working Environment	.175	.061	.277	2.849	.005

a. Dependent Variable: Employee Performance

Source: Survey Result (December, 2020)

Table 11 depicts the coefficients of the independent variables which show the relationship of Employee performance and each determinant factor. When beta value is positive, there is a positive relationship between predictor and the outcome, whereas a negative coefficient represents negative relationship.

According to the findings of the current study, the effect of organizational culture was greater than that of working environment, leadership, motivation and training respectively. Different studies showed strong positive and significant relationship between employee performance and the above listed determinants. But the order and magnitude of predictor effect of each service quality dimension was not found similar. The difference in order, magnitude of the predictor

value of one determinant over the other mainly related to the type of service providing industries and sectors.

According to the overall regression analysis, the standardized beta value for organizational culture was 0.316 with a significance of 0.018 which shows organizational culture has relatively strong degree of importance for employee performance than other predictors. The finding of the study was similar with the findings of previous studies conducted on similar topic including a study by Getamesay (2016), Saeed et.al (2013) and Ngowi (2014). As the most important predictor in this study, the organization needs to give special emphasis in creating a good working functional organizational culture to improve employee performance.

According to the result of this study, working environment was the second most important determinant affecting employee performance. The regression analysis showed that working environment has a statistically significant positive effect on customer satisfaction with beta value of 0.277. The finding of the study was similar with the findings of previous studies conducted on similar topic including Caroline & Kanyanjua (2019), Getamesay (2016), Iqbal N, Anwar S, Haider N (2015), Naharuddin & Sadegi (2013) and Massudi (2013). Creating a favorable working environment can enhance employees performance.

As the third most important determinant for employee performance according to the result of this study, leadership has a statistically significant positive effect on customer satisfaction with beta value of 0.231. The finding of the study was similar with the findings of previous studies conducted on similar topic including Getamesay (2016), Saeed et.al (2013).

The regression analysis of the study also showed that motivation has a negative effect on employee performance with beta value of -0.020. But the observed negative effect is not statistically significant (with significance of 0.837). The finding of the study was contrary with the findings of previous studies conducted regarding the effect of motivation practice on employee performance including, but not limited to, Caroline & Kanyanjua (2019), Getamesay (2016), Saeed et.al (2013), Abdullah (2014), Ngowi (2014) and Zhang (2016); which showed a positive effect on employee performance.

The regression analysis also showed that training has a statistically significant (Sig 0.002) negative effect on employee performance with beta value of -0.290. The finding of the study was

contrary with the findings of previous studies conducted regarding the effect on training on employee performance including, but not limited to Caroline & Kanyanjua (2019), Getamesay (2016), Abdullah (2014), Ngowi (2014), Assefa (2016) and Dahkoul (2018).

The objective of the regression analysis in this study was to find a mathematical equation that could be used to find the impact of determinants on the dependent variable (Employee Performance). The specified regression equation takes the following form:

$$\text{Mathematically Equation, } Y = \beta + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) + \beta_5(X_5) + \epsilon$$

$$Y = \beta + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) + \beta_5(X_5) + \epsilon$$

$$Y = 2.977 - 0.290X_1 + -0.020X_2 + 0.231X_3 + 0.316X_4 + 0.277X_5$$

Where

Y is the dependent variable (Employee Performance)

X1, X2, X3, X4 and X5 are independent variables (Training, Motivation, Leadership, Organizational Culture and Working Environment).

Table 12: Summary of the overall outcome of the research hypothesis

Hypothesis	Result	Reason
------------	--------	--------

Training has a statistically significant positive effect on employees' performance.	Rejected	$\beta=-0.290$, $p=0.002$
Motivation has a statistically significant positive effect on employees' performance.	Rejected	$\beta=-0.020$, $p=0.837$
Leadership has a statistically significant positive effect on employees' performance.	Confirmed	$\beta=0.231$, $p=0.014$
Organizational culture has a statistically significant positive effect on employees' performance.	Confirmed	$\beta=0.316$, $p=0.018$
Working environment has a statistically significant positive effect on employees' performance.	Confirmed	$\beta=0.277$, $p=0.005$

Source: *Survey Result (December, 2020)*

CHAPTER 5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the major findings of the study, the conclusions made out of the findings and the recommendations forwarded. It also presents the limitations of the study and recommended directions for future research.

5.1. Summary

The objective of the current study was to assess effects of determinants factors (i.e. training motivation, leadership, organizational culture, and working environment) affecting employees' performance in manufacturing sector in the case of EPHARM. The theoretical, conceptual and empirical related literature review showed that the five Service quality dimensions have a significant impact on employee performance.

The researcher used a quantitative research approach and employed both descriptive and explanatory research design. The research data was collected through self administered structured questionnaires. The validity and reliability of the instruments was tested. The sample size was determined using Krejcie and Morgan sample size table for known population and respondents were selected using simple random sampling technique. Study participants response regarding the determinants of employee performance (training, motivation, leadership, organizational culture, and working environment) and employee performance was measured using a five point Likert scale. A total of 160 questionnaires were returned and descriptive statistics, correlation and multiple linear regression analysis were performed using a statistical tool SPSS V23.

The result of the background information of the respondents indicated that the study participants fairly composed of male 53.8% and female (46.3%). With regards to age category, 46.3% and 28.7% of the respondents were between 31-40 and 41-50 years respectively. Moreover, the majority were bachelor's degree holders (63.7%). Regarding the work experience, 35.0%, 26.9% and 25.0% have an experience of 5 – 9 years, 1 – 4 years and 10 – 14 years respectively. Majority of the study participants were married (60.0%) and work in different production units of the company (93.7%).

Based on the findings of this study, all five determinants of employee performance have above average mean score from the Likert scale 1 to 5. Leadership has the highest mean score (3.6583 ± 0.66399), followed by organizational culture (3.6062 ± 0.70628), training (3.5919 ± 0.72032), working environment (3.4198 ± 0.67732) and motivation (3.1536 ± 0.82596). Employee performance also found to have a mean score of 4.1574 ± 0.42771 .

The Pearson correlation analysis result showed that there is a positive and statistically significant relationship between the determinant factors and employee performance. Organizational culture was found to be highly correlated to employee performance (0.449) followed by working environment (0.442), leadership (0.439), and motivation (0.307) and training (0.150).

The study showed that 29.3% variation on the employee performance was explained by the five determinants of employee performance. The regression analysis of the present study indicated that of the five studied determinant factors, three of the determinants found to be statistically significant positive predictor of employee performance. Organizational culture found to have the highest beta value (0.316, $p=0.018$), followed by working environment (0.277) and leadership (0.231). Motivation has a negative effect on employee performance with beta value of -0.020 ($p=0.837$). Training found to have a statistically significant ($p=0.002$) negative effect on employee performance with beta value of -0.290.

5.2. Conclusion

The study attempts to provide important findings to the pharmaceutical manufacturing sector in order to improve the performance of their employees by providing important information about the determinant factors for employee performance and helps owners and managers EPHARM to improve the level of employee performance and improve productivity of the company. The primary objective of the study was to assess effects of determinants factors (i.e. training motivation, leadership, organizational culture, and working environment) affecting employees' performance in manufacturing sector in the case of EPHARM.

The findings of the study also showed that there was a positive and statistically significant relationship between organizational culture, working environment and leadership and employee performance which these determinants have an important effect on employee performance and improvement in determinants can lead to a higher level of employee performance.

The result of the study further revealed that employee performance can be explained by the variation of different determinant factors. Organizational culture, working environment and leadership were found to be the highest predictor values respectively which suggest working on these attributes based on their predictor value can help to improve the level of employee performance

5.3. Recommendations

On the basis of the findings and conclusions of this study, the researcher forwards the following recommendations.

- As the study showed that 29.3% of the variability of employee performance was explainable by the variability on the determinant factors, managers and stakeholders of EPHARM and other similar companies need to work and give emphasis on improving all attributes under each determinant factor in order to enhance employee performance. The researcher also recommends managers and stakeholders of EPHARM and other similar companies to identify other contributors of employee performance which are not studied on this paper.
- According to the result of the study, organizational culture as the highest predictor value on customer satisfaction followed by working environment and leadership. So EPHARM and other similar companies have to focus and work on improving each attributes of organizational culture, working environment and leadership in order to raise the level of performance from their employee and get the required competitive advantage.
- Since employees are the main competitive advantage of an organization, the researcher recommends managers and stakeholders of EPHARM and other similar manufacturing organization in order to assess their employees' perception regarding factors which have a determinant effect on their performance and take appropriate action.
- The researcher also recommends policy makers to include the input from this study in order to improve the productivity of the manufacturing sector through enhancing employees' performance.

5.4. Limitation and Suggestion for Future Research

- One of the limitations of the study was delimited to EPHARM from the pharmaceutical manufacturers. Therefore; future research recommended including other pharmaceutical manufacturers in order to understand the effect of the determinant factor on employee performance and the variability of the effect between different manufacturing companies.
- This study also limited to Addis Ababa. Therefore; the researcher suggests that for future research to include pharmaceutical manufacturers outside of Addis Ababa in order to make a better generalization of the results based on the acquired data from the whole country.
- The other limitation of the study was it only focused on the five factors or practices which affect employee performance and other factors affecting employee performance were not considered. Thus, the researcher recommends future researchers to include other factor when studying determinants of employee performance in order to capture the impact of other factors affecting the employee performance in addition to the factors studied in the current study.

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ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MASTERS OF BUSINESS ADMINISTRATION

Dear respondents;

My name is Sebrina Tadesse. The purpose of this study is for a partial fulfillment of the requirements for the Masters of Business Administration in St. Mary's University School of Graduate Studies. The objective of this questionnaire is to gather information on the DETERMINANTS OF EMPLOYEE PERFORMANCE IN MANUFACTURING SECTOR: THE CASE OF EPHARM. All information you will provide will be kept strictly confidential and shall be used for academic purpose.

The questioner has three parts. Part one deals with the background of the respondent, part two deals with question related to the determinant of employee performance and part three is all about question related to employee performance.

The questions don't take you more than 15 minutes to complete so you are kindly requested to fill all questions completely.

Thank you very much in advance for your cooperation and time!

Please contact me for any questions you might have.

Sebrina Tadesse +251910 107009

Email: sebrinapharm@gmail.com

Part One: Background Information

Please make a tick mark (X) or fill in the blank space.

1. Sex: Male Female
2. Age: 21-30 31-40 41-50 51-60 >60
3. Educational background:
 Diploma Degree Master PhD
 Other, specify _____
4. Year of Service you have worked at EPHARM:
 1 - 4 Years 5 - 9 Years 10-14 Years ≥ 15Years
5. Marital Status:
 Single Married Divorced Widowed
 Other, Specify _____
6. Current working position:
 Sales Production

Part II: QUESTIONS RELATED TO DETERMINANT OF EMPLOYEE PERFORMANCE

Please indicate your responses to each statement. Indicate with a √ in the appropriate answer box, according to the following code definitions: Please rate your response as follows:

1= Strongly Disagree (SD) 2= Disagree (D) 3= Neutral (N) 4= Agree (A) 5= Strongly Agree (SA)

A. Questions related to Training

		SD	D	N	A	SA
1	Training objectives are aligned to organizational objectives	1	2	3	4	5
2	Employees participate in identifying their training needs	1	2	3	4	5
3	In-service/on-the job training adequately addresses the skill gaps.	1	2	3	4	5
4	Incompetent employees are identified and provided with the	1	2	3	4	5

	necessary support.					
5	Training agendas are informed before training date	1	2	3	4	5
6	The training materials and methods are capable enough to accomplish training objectives	1	2	3	4	5
7	The training place and time is suitable to meet the training agendas	1	2	3	4	5
8	I feel a strong desire to apply what I have learned during the training	1	2	3	4	5
9	EPHARM conducts proper training evaluation	1	2	3	4	5
10	EPHARM follows employee's performance after training	1	2	3	4	5

B. Questions related to Motivation

		SD	D	N	A	SA
11	My salary is equitable when compared with other similar companies	1	2	3	4	5
12	My salary is satisfactory in relation to what I do	1	2	3	4	5
13	My salary is in accordance with my work experience and increases on fair Manner	1	2	3	4	5
14	I am satisfied with EPHARM's benefits package.	1	2	3	4	5
15	EPHARM gives recognition to hard working employees	1	2	3	4	5
16	Staffs are promoted in a fair and transparent way	1	2	3	4	5
17	EPHARM conducts timely salary and benefit package adjustments to motivate its employees	1	2	3	4	5

C. Questions related to Leadership

		SD	D	N	A	SA

18	My supervisor values ideas and skills I bring to the company	1	2	3	4	5
19	I am satisfied with freedom to make decision on my role	1	2	3	4	5
20	I have the opportunity to take part when decisions are made	1	2	3	4	5
21	My supervisor gives me regular feedback on my performance.	1	2	3	4	5
22	My supervisor inspires me to achieve the company objectives.	1	2	3	4	5
23	My supervisor is unbiased and treats every employee without discrimination.	1	2	3	4	5

D. Questions related to organizational culture

		SD	D	N	A	SA
24	I am familiar with the overall company's shared values and beliefs	1	2	3	4	5
25	Employees are encouraged to come up with new ideas	1	2	3	4	5
26	Rules set out within the organization are practical	1	2	3	4	5
27	There is a shared value of cooperation among employees	1	2	3	4	5
28	Employees are committed to the vision, mission and goals of the Organization	1	2	3	4	5

E. Questions related to Working Environment

		SD	D	N	A	SA
29	I am provided with adequate facilities and resources to do my job effectively	1	2	3	4	5
30	The physical surrounding where I am working is comfortable and	1	2	3	4	5

	convenient to perform my job					
31	The working condition like space, seating arrangement, ventilation, refrigerator, lighting etc helped me to do my duties in better way	1	2	3	4	5
32	The company provides flexible work hours to accommodate my personal needs	1	2	3	4	5
33	I get the opportunity to work with my colleagues and to communicate on aspects of our job	1	2	3	4	5
34	The Working environment is safe	1	2	3	4	5

Part III: Questions Related to Employee Performance

Please indicate your responses to each of the following statements regarding Employee Performance. Indicate with a \surd in the appropriate answer box, according to the following code definitions: Please rate your response as follows:

1= Strongly Disagree (SD) 2= Disagree (D) 3= Neutral (N) 4= Agree (A) 5= Strongly Agree (SA)

		SD	D	N	A	SA
35	I strictly follow the policies and procedures of the company (dressing code, moral and ethical standards, rules of conduct etc.)	1	2	3	4	5
36	I am confident and competent in my work.	1	2	3	4	5
37	I properly use, handle and manage company's resources and assets	1	2	3	4	5
38	I respect the working hours and try to reduce time wasting by avoiding lateness and absence	1	2	3	4	5
39	I effectively communicate and work with my colleagues	1	2	3	4	5
40	I effectively apply the knowledge and skill gained through training	1	2	3	4	5

41	I generate or come up with new ideas to improve the working practice of the company	1	2	3	4	5
42	I am motivated and able to carry out orders and assigned tasks on time from the management	1	2	3	4	5
43	I effectively compile a complete work-related information and transfer to the concerned parties	1	2	3	4	5
44	I give a maximum effort to increase the production and sales of the company	1	2	3	4	5
45	I provide accurate and timely reports	1	2	3	4	5

Thank you again for filling the form.