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Swaying Aspects of Employee Performance (Quantitative Study of Fertilizer Sector)

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Abstract- Employee play vigorous role in the growth of an organization. Learning the skills is the essential process of improving performance throughout a company Training especially by involving employees in the decision-making. The purpose of this paper is to seek out the effects of influencing factors of employee's performance in fertilizer sector of D.G Khan Pakistan. With the help of influencing factors includes the training, motivation, feedback, job involvement find out most significant factor that's leads the employee performance in fertilizer sector of D.G Khan, Pakistan. In this study data was collected on primary basis through close ended questionnaires from employees of fertilizer sector of D.G Khan Pakistan. On the basis of 84 respondents results were analyzed with the help regression and correlation. Employee performance, training, motivation, feedback and job involvement were never analyzed together in previous studies. From the analysis, it was clear that above mention influencing factors play vital role in the fertilizer sector of D G Khan and it also acted as a motivational force that influences employee performance. The study suggested that the all companies related to the fertilizer sectors should focus on the swaying aspects of the employee performance so they could get potential outcomes form workforce.

Keywords: employee performance (EP), training (TR), motivation (MTV), feedback (FB), job involvement (JI).

1. INTRODUCTION

An employee is a person who is paid against work for an organization or for another person. Employees perform most important role in any of the business. Training that is a learning skill that you need for a particular job or a particular activity. Training increase the goal-oriented process directed towards ensuring organizational process is to maximize productivity of employees, teams and also the organization. If there is no training than the employees do not have any type of work or activity which requires special training and knowledge to get their task or objectives and they do not give the feedback. Researchers explain organization description or a summary of a particular situation they relate to the employee performance both male and females in equal rights and importance in the organization. An employee that do work for an organization to show successful

performance and when the success of any organization is increase than they involve in the decision especially in a large organization. The success or failure of any organization or company they directly link or depend to the performance of the employees.

DeCenzo & Robbins (2000) Elaborate training as a " Experience the things in that way that will lead toward the job perfection and expertise that helps to perform job duties in well prescribed manners". Trainings are held to developed the difference between existing performance and anticipated potential performance. Trainings are planned by HRD for the specific task accomplishment (Weil & Woodall 2005). Motivation is how employee behave while working and completing a particular Task. Observation of outward indexes is quite difficult to find but not motivation (Denhardt et al., 2008). Human motivation is very complex as well as studied from the ground root in multiple restraints like Sociology, Political science, Psychology and much more. Meanwhile motivation is "what urge employee to behave in particular way" (Denhardt et al., 2008). Defining the goals and targets is the basic activity of an organization, either working locally or globally. For the achievement of these goals and targets feedback or communication liaison is required so that the factors that diverts the employee from its goals could be find out and removed from the organization. Feedback always helps to make remedy for them. Continuous and sustaining coordination among all team members and concerns departments is the primary task of each organization. Feedback and backup helps to look after the employees what pain they are gaining and what favors they are enjoying in Particular organization. Circumstances becomes very worst whenever team work is required for any task most of the researchers explain in different ways and each researcher has different argument about job involvement. Mostly descriptions are same as the organizational commitment and organizational citizenship behavior. (Robinson et al., 2004).

Most of the companies and organizations hire the most educated person and also the trained persons where they get more and more skills through the training session. When the employee performance is best than company or organization given any bonus, discount and allowance and they motivate their employees to do a good and better training. Individual, teams, organization and also the society they get the benefit through

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learning process. Success depends on the training and support, preparation, careful implementation, review and also the judgment of the evaluation.

Learning process is necessary in order for something or to make certain that it happens that is interpretation of facts, rules, efficient and efficient activities that involve other people they depend upon the growth of something into the particular skill about a particular subject to control and organizing business. This research helps us to find out how much training effect or directly related the performance of employees related to fertilizer sector? How much the employee performance learning process depends upon the training and how much they increase the organizational productivity of fertilizer sector?

Process of gaining knowledge or force to do something that if covers a wide range of details, ideas or items for a particular job or a study and involve learning that goes beyond today's job and they focus on the long-term. 1 To get information about the training, motivation, feedback and job involvement results to the employee performance that totally depends upon the organizations 2 To identify the importance of employee performance.

II. LITERATURE REVIEW

There is a difference between the trained employees and untrained employees because the employees who are not trained they have not the ability to face the difficulties in your own organization. When employees are more and more trained they have an ability to describe situation or activities in which people or firms compete with each other and get a benefit (Houger, 2006).

Training employees have many benefits such as learning process, satisfaction of their job, and increase in doing something which they want to do that's why there is a positive impact or effect to the organization. The job satisfaction, learning and knowledge these all of depend upon the benefits of employees to work for an organization (Arthur et al 2003). For doing something is what causes you to want to do it which describes things that exist inside the organization or a country or a particular area is the one which is most important or successful that behaves to satisfy their own satisfaction level (Forsyth, 2006).

The employees who are learned through training session they satisfy with their jobs and they also satisfy the customers of the organization (Tsai et al., 2006). Learning process is the achievement of the goal-oriented task and also helps to increase the company profit. Most of the companies and organizations hire the most educated person and also the trained persons where they get more and more skills through the training session.

Workers could be very satisfied what they are getting against their work or job what they do but there

are limitless illustrations where employee is not fully motivated to do a specific job (Igalens & Roussel, 1999). According to (Field) Motivation is administered by two ways. Extrinsic rewards are superficially controlled. Value is given to someone by other person, usually in companies higher managers give value to lower staff in the form of pay bonuses, promotions, time off, special assignments, office fixtures, awards, verbal praise, and so on that's help to initiate motivational stimulus outside the employee (Field, 2006). Intrinsic Rewards are self-controlled, that's makes employee to feel happy after accomplish a task. Employee feel nice because of personal development, and being a competent. Intrinsic reward stimulus is never depend on actions of others. (Fielding, 2006). Find out the gap and need for training and seek out the effective programs for training according to the need. How to initiate them and in the last find the valuable results. McCourt, W. & Derek, E. 2003. Each researcher does the research according to the required work; also explain some of the importance regarding research. In recent years training is the factor who plan vital role in employee performance that also act as a competitive factor in the market for the rivals (Bardwell et al. 2004). Beardwell et al. 2004 employee skills and abilities and also influenced by the technological and organizational diversification but investment in training and development is still considerable for the leading companies include how to train where to train and how to get output from the employees of the company. Organizational performance is based on the employee performance and employee work always influence the general performance of the organization. According to the Wright & Geroy (2001) employee performance, skills and abilities always influenced by the effective training activities. Dessler (2008) said there is no assurance of the performance even employees are chosen carefully because potential to perform is one thing and actually performing is another, therefore an employee can't perform its best in job till pass through training process. This is why new staff at company is always oriented by concern departments.

In the reality humans perform some actions and in the result some situations are characterized in which all the humans are able to receive the feedback about the work they have done and the abilities they got after complication of the work (Eberlin et al, 2010). In all works either service or production, orientation is necessary to get the feedback from their employees about their working environment and work station, (Farooq 2011) said "Marginal increment in the production could be get through systematic response". Some of the researchers also elaborate the job involvement in intellectual and emotional obligation towards the organization (Richman, 2006) or by the way an employee performs its work in the organization (Frank et al., 2004). All the researchers have different

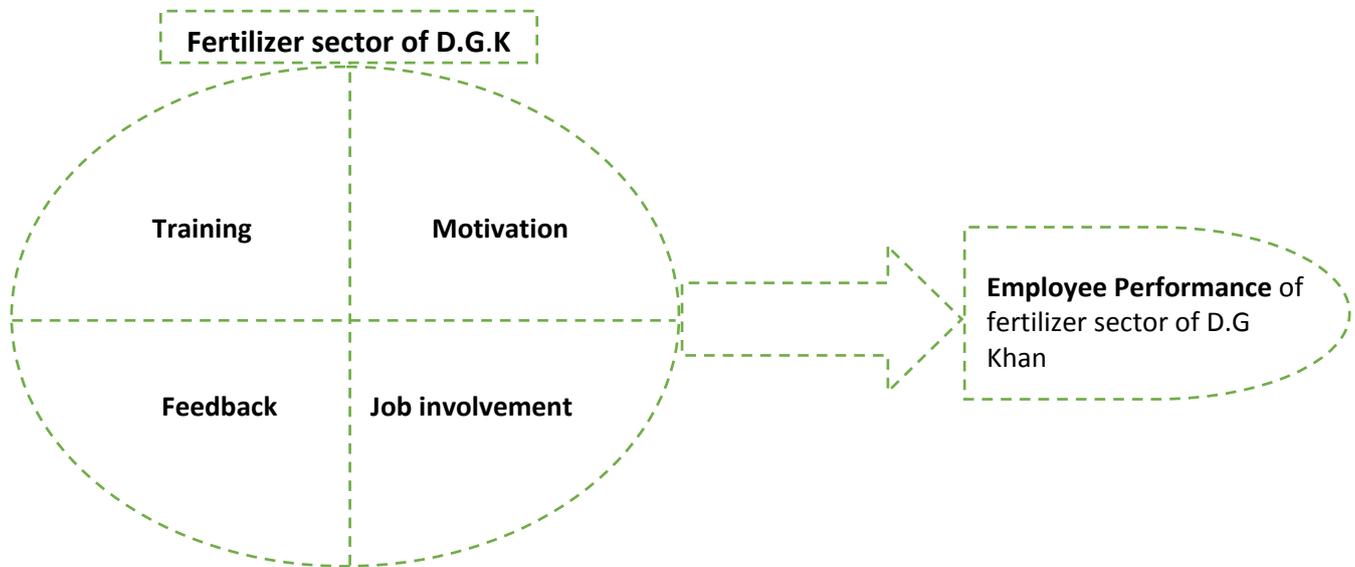
arguments Kahn (1990, p. 694) said “the harnessing of organization members’ selves to their work roles; in involvement, people employ and express themselves physically, cognitively, and emotionally while performing the duties” in simple words involvement mean physical and mental presence of the employee in workstation during his or her working hours. Diefendorff et al., (2002) during his research found signification correlation ($r = 0.19, p < 0.05$) job involvement and performance. Finally Rotenberry and Moberg (2007), used same technique of job involvement. Diefendorff et al., (2002), found’s positive correlation ($r = 0.15, p < 0.05$) between job involvement and in-role performance. . The results are not quite encouraging but there are some proofs

that’s explain job involvement can positively affect or influence the performance of an employee.

III. THEORETICAL AND PRACTICAL SIGNIFICANCE

On the basis of literature review, with the help of employee performance, training, motivation, feedback and job involvement we generate following hypothesis. In the hypothesis employee performance of the fertilizer company is used as a dependent variable and rest of the variable are used as the independent variable and seek out the individual effects of the independent variable on dependent variable.

IV. THEORETICAL FRAMEWORK



V. HYPOTHESIS

- H_1 There is a significant and positive relationship between Training of employee on employee performance of fertilizer sector of D.G Khan.
- H_2 There is a significant and positive relationship between Motivation of employee on employee performance of fertilizer sector of D.G Khan.
- H_3 There is a significant and positive relationship between Feedback of employee on employee performance of fertilizer sector of D.G Khan.
- H_4 There is a significant and positive relationship between Job involvement of employee on employee performance of fertilizer sector of D.G Khan .

VI. RESEARCH METHODOLOGY

Data collection technique that used in this research was the close ended questionnaires that were considered the best way to collect primary data. A

random sample of 120 respondents was selected and questionnaires were distributed in different fertilizer companies of D.G Khan including Fuji Fertilizer Company Limited, Engro Fertilizer Limited, PakArab Fertilizer limited and Fatima Fertilizer Limited. The respondents were from management staff, field staff and warehouse in-charges and logistic officers of fertilizer sector. From the 120 observations 84 questionnaires were considered accurate and analysis was made on the basis of these observations. Regression and correlation methods are used for analysis purpose.

VII. RESULTS & DISCUSSIONS

Results show the correlation between five factors i.e. Training of the employee, Motivation of the employee, Feedback of the employee, Job involvement of the employee with performance of the employee. Accordingly, all variables have a positive and significant

relationship with the employee performance of fertilizer sector. However, the degree of correlation among the variable is different with the highest correlation value of Motivation(0.941) followed by Training (0.938), feedback (0.728) and job involvement (0.520) of the employee performance of fertilizer sector D.G Khan .The highly

correlated factor that influences the performance. Accordingly, the training of employee is an important factor that cannot be overlooked in a study of employee performance. Majority of the respondents indicated Training as main consideration.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.936	.919	.19381

a. Predictors: (Constant), JI, FB, TR, MTV

Correlations

		EP	TR	MTV	FB
TR	Pearson correlation	.938			
MTV	Pearson correlation	.941	.923		
FB	Pearson correlation	.728	.652	.795	
JI	Pearson correlation	.520	.621	.653	.418

VIII. MULTIPLE REGRESSIONS ANALYSIS

In this study, there are four independent variables namely Training of the employee, Motivation of employee, feedback from the employee, job involvement of the employee considered to influence the performance of the employee. To test the effects of these variables on the employee performance, the study

used the multiple regression analysis. The table below shows the multiple regression result between four independent variables. It indicates that all the four independent variables (Training of the employee, Motivation of employee, feedback from the employee, job involvement of the employee) combined significantly influence the performance of the employee.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.315	.128		2.452	.027
	TR	.386	.142	.495	2.726	.016
	MTV	.531	.214	.596	2.447	.026
	FB	.405	.088	.406	2.355	.037
	JI	.271	.035	.378	2.221	.042

a. Dependent Variable: EP

IX. CONCLUSION & RECOMMENDATIONS

When the training, motivation, feedback and job involvement increase employee performance of fertilizer sector is also increase. The purpose is that when the training session is complete than what employees get through training session in fertilizer sector. Learning

process in fertilizer sector increase the management success to do something that is goal-oriented. Training employees have many benefits such as they satisfy with their job. Training designed to provide learners with knowledge and skills needed for their present jobs. In learning session they know about the new different methods for the use of their practical purpose. To get a

feedback is also a basic way of performance. When the employee performance is best than company or organization give bonus and allowance they motivate their employees to do a good and better work. The result is that training and motivation have the positive relationship to the performance of the employees.

The findings reported in this study suggest that training and development in fertilizer sector D.G Khan have an influence on the performance of employees. This result is generally consistent with prior management literature on training and development. In order to advance more specific knowledge of training and development from the sample companies, different questions are presented to the respondents and thus examined. These questions are focusing on employee participation in training, selection for training, methods of training and relevance of training to the work of the respondents. The above questions have been of particular interest because they facilitate an understanding of the training practice in the companies under study. The results from the questions on employee participation in training and selection for training indicate that fertilizer companies have good and perhaps clear policies regarding training and development as most of the respondents indicated that they have participated in training and that most of them were provided with opportunities to train under the compulsory practice of the fertilizer company for all employees and/or on joining the fertilizer company.

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