

INVESTIGATE THE FACTORS OF MALAYSIAN MULTINATIONAL (SETS) COMPANY EMPLOYEE PERFORMANCE

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Abstract –

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Abstract Human resource department is responsible for the HR policy, Planning, Job analysis, Recruitment and Selection, employees training for the company. Sundarban Express Transportation System Sdn. Bhd do their employee performance by their own way. Depending on policy, training & development, varies on employees' performance. The aim of this study is "INVESTIGATE THE FACTORS OF MALAYSIAN MULTINATIONAL (SETS) COMPANY EMPLOYEE PERFORMANCE

", this study is quantitative in nature a survey was conducted convenient sampling technique was applied to collect data from H.R. department of sets in Malaysia. Variables for employee's development was taken -employee performance as D.V from literature review and evaluated from two hundred employees, IV was H.R. Policy, Planning, Training and development, opportunity of growth, placement. According to the population of the study 150 questions are provided among the employees. The result shows independent variables significant impact on organizational performance. the correlation between independent variables namely work environment, HR policy, planning, training and development, opportunities of growth, placement with employees and opportunities for promotion and dependent variable that affects the organization performance. The result of the study H.R. Policy, Planning, Training and development, opportunity of growth, placement have the positive impact where employees leading skills control sets. , sets Employees performance are found to be significant with H.R. policies. The results also show a positive significance linear relationship exists between the employee's performance and sets H.R. policies managing qualities.

Index Terms— HR policy, planning, training, development, opportunities, growth, placement, employees, organization, performance.

1 INTRODUCTION

Human resource department is responsible for the HR Planning, Job analysis, Recruitment and Selection, Training of the employees of the company. They also monitor the performance and handle the promotion and salary related matters. Human Resource Planning and the strategies that are taken for this are very much important for any company to become successful and achieve the goal. This is a very crucial activity of the Human Resource Department of a company to make a well-organized Human Resource Plan. Sundarban express transportation system Human Resource System is one of the best systems in Malaysia but its needs to improve. The strategy of Human Resource Division is followed their strategy. HR is Critical Enable for

SETS in the pursuit of its strategic goal. HR is a key to ensuring An Organization That provides a competitive advantage by being simple, aligned and efficient. A Culture, Centered on the employee and characterized by diversity, generosity and an international mindset. People performed at the peak of their ability because they feel a sense of mission, accomplishment and growth. SETS follow a distinctive strategy for their Human Resource planning. Their strategy levels both the quantitative and the qualitative are distinguished and they have a organized form of HR planning (Becker, 1993). They ensure their good quality of staffing in a very well-maintained way. While they shortlist the Curricu-

lum Vitae's of the candidates they also shortlist benchmark by comparing with the job requirements and also other qualities such as educational qualification, experience, achievements, extra-curricular activities etc. When the job requirements match of the candidate, the candidate is then chosen for the next step of selection. By this way they control their good quality of their staffing and need to be justifying by the Human Resources that will discuss. (Johansson, 1999).

They also give more emphasis on person-job match rather than person-organization match. They believe that if the person who is going to be employed is a perfect match to the job, both the employee and the organization get benefited. The main thing is that the qualifications of the candidate should match the requirements of the job he is going to assigned so that the job can be performed successfully. Person-organization match is also important to the HRD. Of the person does not get matched with organization rules, regulations, discipline, norms and practices, it creates hazard for both the employee and the organization, so that's I here find out the problems and solutions . They ensure their person-job match when they take the written tests of the candidates. The most suit-

able candidate is he, who has more knowledge and experience about the selected position he is applying for. On the other hand SETS (sundarban express transportation system) ensures person-organization match while they take the final interview. If the person gets more involved in the organization, understands the rules, norms, and practices of the organization and is dedicated to give his best effort, the person becomes the perfect match for the organization as well (Bontis & Dragonetti 1999; Lead better, 2000).

SETS always believe in placing the right people at the right place. They always ensure the best quality candidates and adequate quantity of applicants while planning for their HR needs. Normally select their strategy of HR planning depending on the situation. When they need people for lower positions they acquire people or external recruitment. In case of the higher positions they go for the internal recruitment or develop the inner employees for the desired position. While doing recruitment externally they search for those candidates who have adequate knowledge and experience that matches the requirements of the job. On the other hand for the higher positions like CEO, Director, and GM etc they train their internal employees who are most

deserving. After the training is completed the person gets promoted to the desired position but in this organization nothing maintain, just formalities. (Kaplan and Norton, 1996).

SETS need to importance to both the core and the flexible workforce. SETS treats their core employees as the hearts of their company and the flexible workforce are treated as the supporting hands of the company. The core workforce is those employees who are the permanent people such as executives, managers etc. the flexible people are the people who are employed on a temporary basis such as Customer Service Officers, office staff, and etc Moreover they always try to keep a balance in their employee staffing. They neither go for overstaffing nor the understaffing. They always try to go for the balance staffing. According to their business plan they always go for fully staffed strategy to have a balance. SETS needs conscious in taking some initial decisions before planning for HR needs. Depending on the situation the decisions of SETS varies time to time. When there is a long time need of people such as the permanent positions vacancy SETS searches for candidates both internally and externally. If the position is higher the company goes

for internal recruiting by promoting well performed and experienced employee whereas for lower positions the external recruitment, seeing availability of candidates in labor market, factor having impact on external recruitment are judged. Again for the short term plans - goes for contractual agreements. Temporary employees are also hired for the needed positions as long as short term plans are considered. The HR Division all time plays the HR duties. The other line managers are also included in planning for HR needs and execution of the plans. The line managers state the requirements of the job; they needed in a candidate etc to the HR division. After that the HR division does the further HR activities like forecasting, scanning internally and externally, recruiting etc. the line manager than selects the final candidate after taking the required tests for selection.

1.1 PROBLEM STATEMENT

In the corporate fields handling the H.R quite difficult task because of various people have various problems and their needs same inside the organization. In here from the title main problems is that especially H.R. Recruit planning problems, process problems, and as

well as some policies. The main problem is pay role problem in SETS. Every day, everywhere raise problem in every organizations and H.R. solve those problem technically, here I try to be give the clear idea, knowledge about those problems and solutions. During my research have some lacking like not maintain the time. SETS not maintain the proper H.R. Process and policy of pay role, No planning for the H.R. department, find out the reasons of dissatisfaction and requirements of the employee's job satisfactions. Policy is a course or principal of action adopted by an organization or individual.

As outlined by Bulla and Scott, human resource coming up with is 'the method for making certain that the human resource needs of a company area unit known and plans area unit created for satisfying those requirements'. Reilly outlined hands coming up with as: 'A method during which a company tries to estimate the demand for labor and appraise the dimensions, nature and sources of offer which is able to be needed to satisfy the demand.' Human resource coming up with includes making Associate in Nursing leader whole, retention strategy, absence management strategy, flexibility strategy, talent man-

agement strategy, enlisting and choice strategy all those coming up with sets need to develop.

It represents specific tips to hour managers numerous matters regarding employment. it states the intend of the organization regarding totally different aspects of human resources management like accomplishment ,promotion , compensation , training ,picks etc ,however sets have to be compelled to develop those policies, sets outline the conception and worth of the organization on however folks and things ought to be treated. Therefore, it is a point of reference once human resources management practice is being developed or once choices are being created regarding folks. A decent hour policy may give generalized steering on the approach adopted by the organization sets have to be compelled to develop policy, process, planning , thus its stuff, regarding numerous aspects of employments .

In developing our policies, there ought to be clear and consistent of the organizations policies relating to any or all conditions of employment and procedures for his or her equal and truthful implementation. so as to meet this objective ,policies and procedures ought to be ,clear and specific ,however offer enough flexibility to

fulfill the ever –changing conditions ,adjust to all acceptable law and regulation, accept as true with associate in nursing all staff . The hour policies or developed by creating choices and taking actions on the daily issues of the organization.

1.2 OBJECTIVE OF THE STUDY

Purpose of the study acts as a bridge between the starting point and the goals of the study :

1. Development, compensation and benefits, management/supervisor relationship, job security, job hoping, loyalty and modern technology?
2. Employee’s perceptions, relationships between management and employee.
3. To know about the methods how this company collects the information for job analysis and what are the methods it follows for conducting job analysis.
4. To know what are the major elements of recruitment and selections process and how these processes are conducted.
5. To know how this company forecasts its employee needs

1.3 RESEARCH QUESTIONS

Specifying the research question is one of the first methodological steps the investigator has to take when undertaking research. The research question must be accurately and clearly defined. Choosing a research question is the central element of both quantitative and qualitative research and in some cases it may precede construction of the conceptual framework of study. In all cases, it makes the theoretical assumptions in the framework more explicit, most of all it indicates what the researcher (I) wants to know most and first. The student or researcher then carries out the research necessary to answer the research question, whether this involves reading secondary sources over a few days for an undergraduate term paper or carrying out primary research over years for a major project. When the research is complete and the researcher (I) knows the (probable) answer to the research question, writing up can begin (as distinct from writing notes, which is a process that goes on through a research

project). In term papers, the answer to the question is normally given in summary in the introduction in the form of a thesis statement.

1. Implement the new strategies towards the HR policy and why it's decreasing?
2. How to predict the employee stability in the working field by previous experience?
3. How many steps need to follow for plan which is near to the goal?
4. How can imply the policy with strong regulation where globally approved and reputation will be high?

1.4 SIGNIFICANCE OF STUDY

In here I can say that, after reading this thesis the readers can have enough knowledge about the present situation of H.R. activities and future steps, employee job satisfactions. like latest H.R. technology , policy ,systems And the readers will also get the chance to compare with the other competitor .SETS Recruitmentreferstotheprocessoffindingpossiblecandidatesfora jobs or func-

tion,usuallyundertakenbyrecruiters.Italsomaybeundertakenbyan employment agencyoramemberofstaffat thebusinessororganization-lookingforrecruits. Inhere recruitment isdonebyaspecificprocessandwhichisverymuch modern system. Itstartswiththemanpowerrequisition-andendwithappointment. Therefore, arrangevarioustypesof training anddevelopmentprogramfortheemployeeeto develop theirskills. In truesensesets follow adevelopedrecruitmentprocessfor selecting right people in right place.

1.5 DEFINITION OF TERMS

1.5.1 Human resources planning:

Human resources planning is a development that identifies current and future human resources needs for an organization to achieve its goals. Human resources planning should serve as a link between human resources management and the overall strategic plan of an organization (Smith, 2011).

1.5.2 Human resources policy

The following are the various HR processes:

- Human resource planning (Recruitment, Selecting, Hiring, Training, Induction, Orientation, Evaluation, Promotion and Layoff).
- Employee remuneration and Benefits Administration.
- Performance Management.
- Employee Relations.

1.6 LIMITATIONS OF THE STUDY

❖ It couldn't be claimed that this study was 100% based on impractical data. Undoubtedly, it has some limitation regarding the representation of the factors that collected from employees and people of the company. At the data collection for the study, I have been facing following problems.

❖ **Time Limitation**
Time limitation is one of the major problems for most researchers to diagnose the problem. Like the other study, it has time limitation to identify the actual problem and provide some recommendations.

❖ **Lack of Information**

SETS are not published sufficient information in the Website. During the period of data collection it has been observed that the tendency of employees has been to keep information confidential.

At the time of data collection, it has observed that most of the interviewers did not pay attention in answering questionnaire.

❖ **Ignorance of the company top manager**

Most of the company's managers were not willing to answer the questionnaire due to their assigned tasks. So, I have been facing problem to study and question papers in the said topics

Study is not the conclusion of this field, but it will be more or less helpful for other related organization. However I proceeded by overcoming such limitations and constraints.

In a speedy competitive business setting, the procedures of outlining the role, perform and method of Human Resource Management (HRM) at intervals a dynamic and unsure setting area unit in progress for several decades within the early Nineteen Eighties various books and articles

were revealed by Yankee Business colleges professors to support the wide recognition of HRM thought, and therefore the environmental volatility in today's modern business that specifically determine conflict and heterogeneousness (Sunderland and Bredin, 2005). Attributable to its numerous origins and plenty of influences, HRM covers essential aspects of central concern in organizations like individual, practice, instructional theory, social and structure science, sociology, industrial relations, and structure theory (Soderlund and Bredin, 2005).

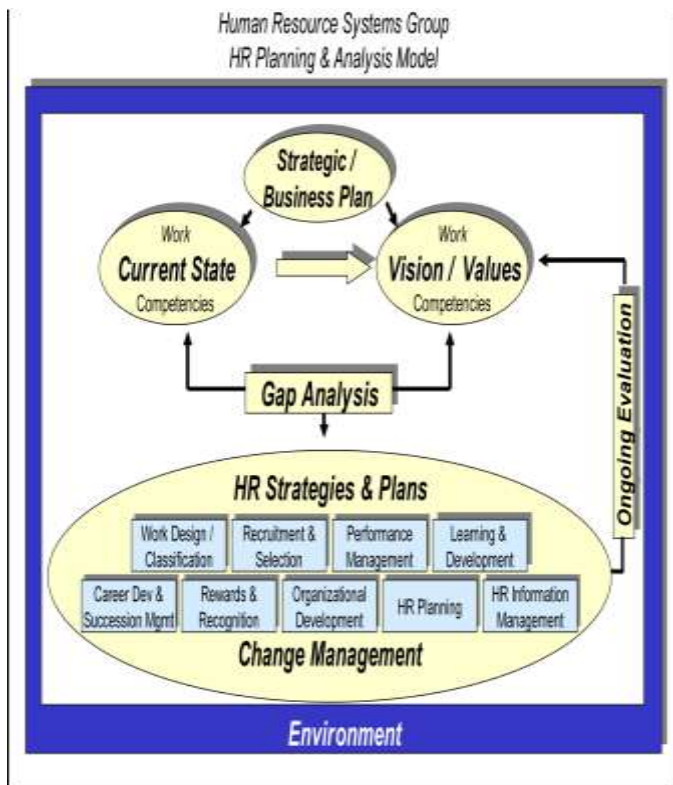
To date there's no wide acceptable definition for HRM and what it entirely involves in our daily business world (Brewster and Larsen, 2000). Fewer satisfactory definitions are propounded by completely different author like (Soderlund and Bredin, 2005), whom perceived HRM as 1) Associate in Nursing 'executive personnel responsibility', that principally concern with management activities.

2) Classified HRM as management philosophy that considerations with folks treatment and finally.

3) Discerned HRM as interaction management between the firm and its folks.

2.1 HUMAN RESOURCES MANAGEMENT PLANNING

HR is basically crucial in today's up to date organizations as a result of it induce superior management through the employment of employees; by enhancing their levels of customer's service, productivity, growth, profits and internal control (Armstrong, 2000). Lado and Wilson (1994, p 701) printed a separate interconnected activities, roles, processes and alternative aspects that area unit aimed to attracting, maintaining, and developing the firm hour activities in up to date organizations, such as: 1) planning; 2) enlisting and choice 3) training; 4) performance management; 5) edges and rewards; 6) compensation; 7) and 8) career development (Banhegyi et al., (2008) and (Robbins & colter, (2002).



Planning in Human Resource has been mentioned in several HRM contexts for several years (Wren, 1994). Human designing was at the start a crucial side of job analyses and was usually used as bases for determinative strengths and weaknesses among the staff and to develop the abilities and competences they required (Gallagher, 2000). As individual career plans began to gain a lot of quality, corporations bit by bit began to pay a lot of attention to the sure skills and competences among individual workers as how of orientating and handling the companies' succession designing (Kuratko and Morris

(2002).

As this facet been scrutinized strictly by several researchers, human coming up with continues to be a complicating and complicated issue of dialogue among the human practices (Schuler, 1986). In 1978, McBeath self-addressed his read of our coming up with by highlight a collection of problems that he thought to be being necessary with reference to the human coming up with.

The study argues that time unit coming up with nowadays may be an important task of each up to date organization's time unit department. In step with sets planning, time unit coming up with chiefly involves the identification of skills and ability among the organization, the filling of known ability gaps, and also the facilitation of movements of workers among the organization. An important part of the time unit coming up with is that the succession coming up with that aims to confirm the provision of people and filling of gaps on senior key positions after they become vacant and fill up competences to areas wherever they're most valued, so need to be a good planning because a good

plan half-done of a job.

The company will have to determine if there is adequate organizational capacity to meet the needs and provide the required services. The company will once more consider whether there is technical capacity within the ministry to carry out its defined parts.

This then means that there has to be a degree of professionalism in service distribution rather than the obtaining situation.

Human resource planning is fundamental as an organization seeks to maintain and recover its ability to achieve corporate objectives by developing strategies which are designed to increase the present and future manpower. This is the initial point whereby the various departments within the Ministry for Home Affairs would be expected to identify the present and future needs of their personnel taking into account the obtaining situation. However, Robert C. Appleby (1991) deal with that there is great difficulty in forecasting future demand because of the changes in the areas of technology where there are changes in materials, technical systems and methods of power, the economy where there is consideration of markets and capital formation, the social aspect where there is considera-

tion on population trends, education and population mobility and finally political where there changes in industrial relations.

Advantages of human resource planning may be that the right number of staff is recruited at each level in the hierarchy and the staffing requirements can be better table and drive of staff made easier to live up to the expectations of the public.

As businesses face cumulative competitive challenges, the need to increase productivity becomes ever more important. It has become cliché to say that a business needs the “right” people, in the “right” place, at the “right” time- although that is critical to strategy. Staffing considerations are becoming more important because human resource costs are commanding larger portions of an organization’s financial resources. These costs not only include salaries and wages paid to employees but also the costs of employing, hiring and training employees. Thus the need for human resource planning has become an ever more important aspect of the business planning process (Roberts and Ahmed, S. Basheer: 1990).

(Walker. W. James: 1990) stated that planning for human resources is more important than ever as competi-

tive advantage is sought through superior service, quality, lower costs and organizational effectiveness. He stressed that with increased emphasis on productivity, quality and service, executives now recognize that attention to the financial and technological side of business must be balanced by attention paid to planning for human resources.

Human resource planning plays significant role in enabling organizations to provide quality service to customers.

Human resource planning is concerned with determining the supply and demand for talent. For the talent-management process to work effectively, it is vital that companies make some kind of commitment regarding how they value the talent they have (Grobler, P.A. and Diedericks, H: 2009).

Human resource planning remains critical in organizations as it helps in identifying human resource requirements and also takes care of the future economic environment. As more and more people demand better service from this public institution there could be a demand for more employees for the efficient process of the Ministry. This therefore, means that the compa-

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would need to plan for the future by deciding how many people with what skills and capabilities it would need, planning for recruitment of more employees in cases of shortfalls and also plan for the development of employees in instances of shortages of skilled labor.

As Walker James (1990) wrote, concerns are shifting attention from long-range strategic planning to shorter range, more operational planning. The motives cited stem from the changing conditions that gave rise to the need for strategic planning; rapid change and uncertainty, and decentralization, pressing near term business challenges-immediately evident threats and opportunities and constraints on management time and resources resulting from leaner staffing and budgets.

It is therefore imperative that the Ministry for Home Affairs ensures that it has adequate organizational capacity to meet the needs and provide the required services to the public.

The company must then be able to recruit and retain manpower of the type and caliber it requires for efficient and effective delivery of services to the public.

2.3 HUMAN RESOURCES PLACEMENT

The method of cognitive placement determines the performance groups among employees. HR managers appoint the performance grade of employees into one group. Top performers and bad performers are interested to HR managers, because top performers make up the “talent management” group and bad performers make up the “performance management” group. Talent performers might be candidates for management positions, because they have the best individual performance, while bad performers may need performance management process to upgrade their knowledge and individual performance (Gürhan Uysal, 2016). Employee recruitment has become increasingly important to managers in recent years as some occupations face severe shortages and others experience surpluses. Both types of human resource gaps place more pressure on recruitment to provide the right numbers of employees with the required knowledge and skill sets. This increased importance to practitioners has led researchers to pay more attention to it as well (Billsberry, 2007; Breaugh, Macan & Grambow, 2008). Employees hired through college placement had more negative work attitudes than employees hired via other

sources. Taylor and Schmidt (1983) examined the relative effectiveness of several recruiting methods and found that rehires had lower turnover and absenteeism than employees recruited via other methods (referrals, newspaper ads, radio ads, television ads, walk ins, and public employment agency). Breaugh and Mann (1984), in a survey of social workers, found that direct applicants (walk ins) had high job performance and lower voluntary turnover than employees recruited via other sources (newspaper ads and employee referrals). In a study of bank tellers, Blau (1990) also found walk ins to have higher performance than employees recruited through other sources (newspaper ads, employee referrals and employment agencies). Williams, Labig and Stone (1993) found no recruiting method effects on turnover and job performance in a study of nurses. Placement is responsible for getting the right personnel, with proper skills, in the right place and at the right time. Such is imperative if an organization is to live up to the challenge. Wright, Dunford & Snell research in 2001 cited in by (P.A. Grobler & H. Diedericks, 2009) stated that competencies are not inert, however, and companies need

to continually develop new capabilities and competencies as the environment within which they operate changes. Such capabilities have been referred to as dynamic capabilities.

Before employees can be recruited, recruiters must have some strong ideas regarding the activities and responsibilities required in the job being filled (James, F. Stoner, Freeman, R. Edward and Gilbert, R. Daniel (1995).

The Placement procedure is such that the headquarters is responsible for hiring staff even for the satellite offices countrywide. Recruitment is particularly concerned with job description, hiring specifications and position description (James, F. Stoner, Freeman, R. Edward and Gilbert, R. Daniel (1995). This will set the tone on the caliber of personnel essential to carry out a given task in the company.

Organizations are looking for methods to assist in manufacture successful choices when recruiting new candidates. The use of assessment tools is becoming popular. This can be valuable information in assessing if the candidate's personality, values, or both align with the company culture. The rationale of Placement

is to present a group of candidates that is adequate to let managers select the qualified employees they need.

So every organization is constantly looking for the very best in respect of effective and efficiency service delivery (Patricia Joanne Vokey: 2008).

Placement can provide a large pool of applicants and selection practices can influence the quality and type of skills that new employees possess. Training can also assist in developing human capital. Also, human resource practices can influence employee motivation by linking performance with incentives (Huselid, 1995).

2.4 HUMAN RESOURCES MANAGEMENT POLICIES

Given the strategic relevance of Human Resources Management (HRM) in organizations and the lack of scientific instruments to measure employees' perceptions about policies and practices of HRM, the objective of this study is to develop and validate a Human Resource Management Policies and Practices Scale, called HRMPPS.

According to Huselid (1995), work on the measurement of HRM policies and practices is extremely limited and this is still true today. Besides some indexes

of HRM practices identified by advocates of the high commitment approach (Guest, 1998; Pfeffer, 2005), the only scales found in the literature were the High-Performance Work Practices developed and validated by Huselid (1995), with 13 items and a .67 Cronbach's alpha, and the Perception of Personnel Management Policies Scale (PPMPS), developed and validated by Demo (2008), with 19 items distributed across 4 factors and presenting Cronbach's alpha above .70.

The PPMPS includes only four HRM policies: involvement; training, development and education; work conditions; and compensation and rewards. Considering the shortage of scientific validated scales to measure employee's perceptions about HRM policies, the PPMPS is a good option to be used so far (e.g. Rubino, Demo, & Traldi, 2011). However comprehensive instruments with higher reliability for measuring HRM policies and practices are demanded.



Figure 1- The HRM process in Organizations (Stoner James A.F et al (1995))

Figure 1.1: HR process in organization

The HRMPPS presented here sought to improve the completeness and the scope of the previous scales validated in the literature by adding policies for recruitment and selection, competency-based performance appraisal, also often cited by classic authors of the area, such as Bohlander and Snell (2009).

Furthermore, if the HRMPPS presents good psychometric parameters, remaining stable in other samples, it would be a reliable and more comprehensive instrument than the existing ones for use in relational studies in the Human Resources, Management and Organizations fields. Additionally, it can be used in managerial practice as well, as a diagnosis to improve

employee's well-being at work and optimize organizational results.

We presented about sets human resources management, its strategic role in organizations, and human resources management policies, including their constitutive definitions. The methods used are then described, detailing the procedures to develop the scale, the exploratory validation, the validation in a different sample in order to test the scale generalizability and the confirmatory factor validation through structural equation modeling. Construct validity is provided through convergent and discriminate analysis.

2.5 TRAINING AND DEVELOPMENT

Training and development, it increases the employee efficiencies, capabilities for doing individually job performance among the employees. It's an importance task for development and success of the organization. According to Neelam Tahir, Israr Khan Yousafzai, Dr. Shahid Jan, Muhammad Hashim (2014) demonstrate that the main task of every organization is to develop its performance. But it is not possible without the training and development among employees. From this study found that There is a significant relationship between 'training and development' and organization-

al performance.

Hypothesis 4 was developed as follows: There is a significant relationship between 'salary and monetary incentives' and organizational performance.

Training and development is essential in the company largely due to the constant changes in technology.

P.A. Grobler & H. Diedericks, (2009) revealed that once a candidate has been appointed, a training plan can be written and executed. This will help employees to perform their current jobs more efficiently, prepare them for the next job on the career ladder, and prepare them for a job in a different discipline. It is significant to note that besides the need for more training related to providing knowledge, building skills or improving attitudes, the competency-based approach must also include issues such as changing the motivation levels of employees and cultivating and developing personality traits to produce exemplary performers.

Training and development at the company is critical as it will be used in maintaining and improving on the job performance. There is somehow a greater need for all the departments of the company to ensure there is adequate training for its employees in technical skills. This thrust towards training and development will help

employees set their own training and personal goals every year, thereby increasing employee productivity and morale.

It is important for the Heads of Departments (HOD) to note that the environment in which the public sector is operating is turbulent and calls for all of them to identify the training needs of each employee in order to improve service delivery. The implication of this is that the skills, competencies of employees need to be updated regularly to meet the new challenges facing the companies.

To realize this, training and development programs must be aligned with the future goals of the company. This will help achieve the right focus for the training and development efforts. For managers to manage change effectively and beneficially, they need to consciously incorporate training and development into the very fabric of their everyday managerial practice (Hamlin et al: 2000).

Once training requirements have been identified, the human resources managers should initiate training programs. These could take several forms like on the job training, job rotation and internship, skills and abilities. However, the disadvantage of this strategy is

that it reveals very little about the applicant's soft skills such as typing skills.

2.6 OPPORTUNITIES FOR GROWTH

According to The Academy of Management Journal (June 2009) Interactive on self –reported creative performance that effects of growth need strength, work context, and job complexity. To learn a new things stretch themselves, strive to do much better in their jobs that scored individual highly measures of growth.

If we give the opportunity to the employee, the productivity will be higher than before and company growth will be increased and it affects the employee performance. If the employee performance is not increased, the company growth will not be increased.

There is positive effect of employee on organizational performance.

Hypotheses 5 was developed as follows: There is a significant relationship between ‘opportunities of growth’ and organizational performance.

2.6 ORGANIZATIONAL PERFORMANCE

Organizational performance is really an important topic in hotel management. Through engagement will get good feedback from the employees. Organizational

performance depends on employee engagement according Bhattacharjee, Amitab (2016). "An Effective Model (The EMPEN Model) to Evaluate Employee engagement." (The selection process, training and development, salary and monetary incentives, opportunities of growth, leadership and management styles, nature of jobs, congenial relationship with the employees, opportunities of promotion. When you want to get better performance among the employees, you need to focus on good working environment, good selection process, training and development also rewarding and promotion that have been focus in my theses paper. Best plan is most important to get best performance through employee engagement factors.

Employee consistently demonstrates three general behaviors which improve organizational

Performance:

- Say-the employee advocates for the organization to co-workers, and refers potential employees and customers
- Stay-the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere

- Strive-the employee exerts extra time, effort and initiative to contribute to the success of the business (Baumruk and Gorman, 2006)

Performance is a dimensional construct (Ostroff, & Bowen, 2000) and has been variously conceptualized. Dyer, & Reeves, (1995) renowned different types of performance measures that are most appropriate for SHRM research. They proposed four effectiveness measures:

- (1) Human resource results such as absenteeism, turnover, and individual or group performance.
- (2) Organizational outcomes such as productivity, quality and service.
- (3) Financial or accounting outcomes such as success, return on assets, and return on invested capital.
- (4) Stock market performance (stock value or shareholder return).

In this study, we used Delaney and Huselid's (1996) individual market performance measure as our organizational performance indicator. This individual market performance measure includes sales, profitability, and marketing. Although there are anxieties about the use of subjective measures, such as increased measurement errors and the possible for common method bias-

es, there are still some compelling reasons for using such measures (Chuang, & Liao, 2010; Takeuchi et al., 2007). First, Gupta and colleagues (Gupta, 1987; Gupta, & Govindarajan, 1984; 1986) noted that objective financial performance data on individual units that reveal their organizational identities are very difficult, indeed virtually impossible to obtain. Second, Wall, Mitchie, Patterson, Wood, Maura, Clegg, and West, (2004) recently demonstrated convergent, discriminant, and construct validities of subjective performance measures judged against objective performance measures in research findings relating management practices and performance, suggesting that self-reported measures are useful in studies where objective ones are not available. They also estimated an average of .52 correlations between manager's perceived and actual firm performance (Wall et al., (2004). Thirdly, we used a subjective market performance amount because the comparative method has been suggested to be more effective at eliciting responses than directly asking respondents to provide exact figures (Tomaskovis-Devey, Leiter, & Thompson, 1994).

2.6.1 INDIVIDUAL LEVEL OF PERFORMANCE

Katz and Kahn (1966) proposed that spontaneous or extra-role behaviors are necessary for effective organizations. Consistent with Katz & Kahn's (1966) entitlement, researchers have suggested that the difference between outstanding and average service companies is that in the former, employees exert more discretionary effort and engage in OCBs that favorably influence customers' perceptions of service quality (Berry, 1999; Bowen, Schneider, & Kim, 2000; Morrison, 1997). Organ defined OCB as a class of discretionary behaviors that contribute "to the maintenance and enhancement of the social and psychological context that supports task performance" (1997: 91). OCB has been variously conceptualized over the years (cf. Bateman, & Organ, 1983; Organ, 1988; Williams, & Anderson, 1991). One of the most popular conceptualizations is the one developed by Organ, (1988; 1990). Organ (1988) originally proposed a five-factor OCB model consisting of altruism (helping other organizational members with organizationally relevant tasks or problems); courtesy, consulting with others before taking action); conscientiousness (e.g., behavior indicating that employees accept and adhere to the rules, regula-

tions, and procedures of the organization); civic virtue (e.g., keeping with matters that affect the organization); and sportsmanship (e.g., a willingness on the part of employees to tolerate less than ideal conditions without complaining and making problems seem bigger than they really are).

The main objective of this study is to find the impact of Human Resource on employee performance. However, this chapter presents developed hypothesis of the study, primary and secondary objectives of study, research method, data collection method & survey instrument, sample size, sampling method, data analysis procedures and theoretical framework of the study. In this study primary data is collected by questionnaire survey. HR Policy, Planning, training and development, opportunities of growth, Placement congenial relationship with the employee, opportunities of promotion are selected as independent variables whereas customer performance is considered as dependent variables of the study. Personnel of marketing department of educational institutions are targeted respondents in this research.

3.1 RESEARCH HYPOTHESIS

In this research project, HR Policy, Planning, training and development, opportunities of growth, Placement, congenial relationship with are selected to measure Human resource management and organizational performance is dependent variable. It is assumed that organization performance is changed cause of any increase or decrease in HR. If HR turns up meaning increases then employees performance increases. Likewise, if HR falls down meaning decreases then employee's performance also decreases. However, the following hypothesizes have developed based on such assumptions.

Hp1: There is a significant relationship between 'HR policy' and organization performance.

Hp2: There is a significant relationship between 'HR planning' and organization performance.

Hp3: There is a significant relationship between 'training and development' and organization performance.

Hp4: There is a significant relationship between 'opportunities of growth' and organization performance.

Hp5: There is a significant relationship between 'con-

genial relationship with the employee' and organization performance.

Hp6: There is a significant relationship between 'placement' and organization performance.

3.2 PROCESS OF DATA COLLECTION

In this study, primary data is collected through questionnaire survey in selected area. Researcher Veal (2006) said about primary data, 'Primary data means purely new record, which is accurately collected during research period and research is the first user of it'. During this survey, a structured questionnaire is distributed to each respondent and requested to fill up every field of the questionnaire properly without leaving any empty field. The questionnaire is distributed randomly and collected data record into excel based database to make data relevant. Thus survey for primary data collection is done.

3.3 TARGET POPULATION OF THE STUDY

According to McDaniel (2001), one of his papers, he said that 'the target population means total number of people from this group of people, a researcher can choose to collect required amount of samples to meet the study objectives'. Keller (2009) said, 'Target popu-

lation indicated a population group that is the group of overall matter regarding the research project interests to the statistics practitioners'. However, in this study, the employees are doing job at different department in SETS KL in Malaysia are the target population.

3.4 SAMPLE FRAME

Sample profile describes both sample size and sampling method of the study. In this research sample is collected from HR departments and almost a multinational company in Kuala Lumpur City in Malaysia. Additionally sample collection survey is strictly selected areas of Malaysia Kuala Lumpur City area. The question is provided the sets in Kuala Lumpur city in Malaysia.

3.4.1 SAMPLE SIZE

This study research has done in sets in Kuala Lumpur city area. Total employees of this company are 200 that mean total population. According to the population of the study 150 questions are distributed among the employees, only 104 questions are collected from this company. The entire question is collected from the human resource department. The human resource department is very helpful to this survey. All the em-

$$n = \frac{M}{[(S^2 \times (M - 1)) \div pq] + 1}$$

employees are cordially accept the questioners and fill up and total number of population in Kuala Lumpur city almost 200 employees of sets , questionnaire collected from the respondents of 52% according to the below equation:

3.4.2 SAMPLING METHOD

Cost is the reason why most of the researchers stand for examining a sample but do not study the population. Statistical analysis allows them to make findings of whole population on the basis of result of sample (a little part of whole population, similar basis) analysis' (Keller, 2009). During the survey questionnaire is distributed randomly basis to respondents.

Probability based random sampling is the simple and easy technique to make a small group from a large group or population in the sample collecting area. Random sampling is not affected by gender discrimination or any other categories, meaning that one by one sample is collected from the targeted respondents. At first sample collected from respondents (personnel who are presently working in SETS) at Kuala Lumpur City area in Malaysia.

3.5 DATA COLLECTION TOOLS

Researcher of this study has conducted a questionnaire survey at Kuala Lumpur city in Malaysia SETS Company during last week of November in 2016. It is strictly observed that respondent has been doing job at SETS to ensure data accuracy to meet objectives of the study. The question is provided 150 feedbacks 104 from this company and 70% of the employee answered their question. The survey questionnaire has structured into three sections. There are 20 items regarding independent variables (HR Policy, Planning, training and development, opportunities of growth, Placement, congenial relationship with the employee, opportunities of promotion) included in section two. Finally 7 items are comprised about dependent variables (employee performance) in section three. Thus primary data is collected through this questionnaire survey.

3.6 TECHNIQUES OF DATA ANALYSIS

As first step, collected primary data is slotted out into excel based database and maintained questionnaire sequence to avoid double entry error (Bhattacharjee, A., 2016). After that arranged data has transferred from excel database to new developed SPSS database.

Three different analyses have been done to measure variables, which could make well sound to meet re- search goal. These statistical analyses are reliability and validity analysis, which have done on SPSS by following method of CronbachAlpha, correlation analysis has done on SPSS to identify the significant relationship between variables and also measure the control variables as well and thirdly, liner regression analysis has employed to address the model is signifi- cant or not and recognized the hypothetical fact of the study. After getting all results, discussion of findings, conclusion and recommendation are done.

3.7 ANALYTICAL MODEL

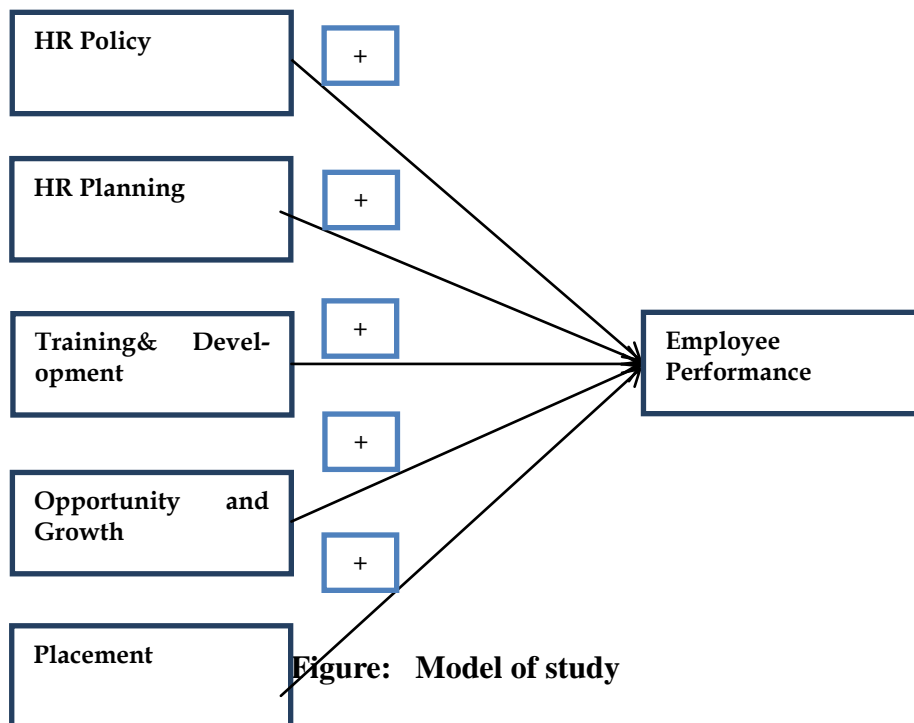


Figure: Model of study

CHAPTER FOUR

RESULTS & FINDINGS

4.0 Validity and Reliability

There are five factors that have been shown with each factor have questions and their relation. The questions have validity and reliability is shown table (1) that has been given below. Dependent variables have five fac- tors and dependent variables considered as organiza- tional performance.

Table (1.1) Corrected items total correlation and Cronbach's alpha

DEPENDENT CON-STRUCTS	CORRECTED ITEM-TOTAL CORRELATION	CRONBACH'S ALPHA	
HR POLICY	HRP1	.568	0.775
	HRP2	.657	
	HRP3	.611	
HR PLANNING	HRP1	.660	0.794
	HRP2	.680	
	HRP3	.660	
	HRP4	.667	
TRAINING AND DEVELOPMENT	TD1	.568	0.797
	TD2	.657	
	TD3	.611	
OPPORTUNITY AND GROWTH	OG1	.592	0.800
	OG2	.592	
	OG3	.593	
	OG4	.667	
PLACEMENT	P1	.733	0.853
	P2	.729	
	P3	.717	
EMPLOYEE PERFORMANCE	EP1	.682	0.912
	EP2	.734	
	EP3	.716	
	EP4	.788	
	EP5	.739	

The questionnaire was designed in order to collect data from the company(SETS) employees. For validity concerns, the survey was piloted on a sample of 50 employees to check its face and content validity. The comments of respondents related to language and design of questionnaire were considered in the final form. To investigate the content validity, corrected item–total correlation statistics were used to determine the retained variables. All items within each construct were found valid scoring a loading greater than 0.35 and retained in the final version of the questionnaire (Netemeyer et al., 2003). For reliability of constructs, Cronbach's alpha coefficient was calculated and exceeded 0.70 for all constructs meaning that the questionnaire results are reliable (Hair et al., 2010).

4.1 DESCRIPTIVE STATISTICS OF RESPONDENT

4.1.1 RESPONDENT PROFILES

This table is shown respondent profile the employees answered our question. The background of the respondent that is easy for our research. It has been shown Gender, age, country, income, marital status, department, and job experience of respondent profile. The participant have participate male and female also different ages comments differently. On the other, different country people works of this hotel indifferent

position and also income is different in different position according to the department.

Table (1.2) Gender, Type of Company, Age, Nationality, Monthly Income, Position and Language

	DESCRIPTION	FREQUENCY	PERCENT-AGE
GENDER	MALE	65	52.9%
	FEMALE	40	47.1%
TYPE OF COMPANY	MULTI NATIONAL	30	42.6%
	NATIONAL	25	31.7%
	LIMITED	40	19.9%
	OTHERS (PLEASE SPECIFY)	10	5.8%
AGE	LESS THAN 30	15	40.4%
	30-39	23	39.4%
	40-49	56	17.9%
	50-59	11	2.2%
NATION-ALITY	MALAYSIAN	89	93.4%
	FOREIGNERS	16	6.6%
MONTHLY INCOME (RM)	LESS THAN 2000	12	28.2%
	2000-4000	55	33.3%
	4001-6000	14	21.2%
	6001-8000	12	8.3%
		03	5.1%
		04	3.8%

	8001- 10000 MORE THAN 10000		
POSITIO N	HR MANAGER	1	1.0%
	JUNIOR EXECUTIVE	67	57.1%
	SENOIR EXECUTIVE	36	40.9%
	GENERAL MANAGER	7	1.0%
LANGU AGE	BAHASA	78	81.9%
	ENGLISH	27	23.1%

The descriptive statistics table (2) shows that 52.9% of the respondents are male while 47.1% of them are females also age showed that those ages less than 30, only 40.4% work in this company. Those age around 31 to 39 the 39.4% of the employee work in this company. Those age around 40 to 49 the 17.9% of the employee work in this company. 2.2% of the employee work those ages more than 50 of total population of the employee works in SETS that is Malaysian. On the other hand 2% the least population of the employee work that they are Afghanistan. The second highest population of the employee works in Bengali people that are 2.3%. Nepali people 2.3% is the same as Indonesian employee work in (SETS). So, Malaysia em-

employee is more engaged in this company than others.

On the other side that, only 28.2% of the people whose income less than 2000, then highest number of people work, those basic income range around 2000 rm, those basic income range more than 2000 rm, only 33.3% of them. The table shows that the married and unmarried person those work in this company in Malaysia. As seen that positioned person are more engaged members 57.1% of junior executive person involve in this company, on the other hand only 40.9% senior executive person work. According to the information on table (2), guest service, concierge, security, communication, marketing carried 29.7% and purchase, HR, finance, administration, store and technical carried 70.3%. According to the information on the above table, the number of male and female members who have their work experience from more than 1 year at this company in Malaysia. 44.3% of the total sample population who have who have their work experience between 1 to 3 years. This the highest population works in this hotel. On the other hand, only 13.6% of the population work those work experience more than 9 years. Those work experience 1 > 3 years and 6<9 carries almost the same percentage between 20.3%

and 21.8% of the population. As seen that those experience 6<9 years they are the highest number of population of the employee works at this company in Malaysia.

4.3 HYPOTHESES TESTING

To test the regression model, below Table (1) outlines the construct corrected item-total correlation, and Cronbach's alpha. Looking at Corrected Item-Total Correlation statistics, the revealed values of all constructs are between, 0.30 and 0.80 which is evident of construct validity. In total and from Table no. (1), considering Cronbach's alpha, all values of Cronbach's alpha are greater than 0.70. For normality, Skewness values for all items are less than (1), Variance Inflation Factor (VIF) values are less than 10, and the findings are reliable.

The Regression conceptual model is used to measure the causal relationships among the constructs. It is found that the model components have a significant effect on improving employee organizational performance in SETS ($F=27.094$ and $p<0.01$) Table (1.9). The results revealed that one or more components of the regression model have a significant effect on im-

proving customer satisfaction.

4.4 SIGNIFICANCE OF REGRESSION

Table: (1.9) Anova analysis of regression

MODEL	SUM OF SQUARE	DF	MEAN SQUARE	F	SIG.
1 REGRES-	27.098	6	4.516	20.433	.000
SION	67.414	305	.221		
RESIDUAL	94.513	311			
TOTAL					

- a. Dependent variable: Employee Performance
- b. Predictors: (Constant), HR Policy, HR Planning, Training & Development, Opportunity & Growth, Placement

The regression model is used to measure the casual relationship among the constructs. It is found that the model component has a significant effect on improving company organization performance. The findings exposed that the four of the five hypotheses measured in the study are supported and the factors involved in this study are significantly affecting the employee performance within company. However, the factors have different effect on the organization

performance within company. Some factors were found positively affecting organization performance, while some others were found negatively affecting the outcome variable. The interpretation of positive and negative effects reflects how employees perform

their tasks within this company.

4.5 MODEL SUMMARY

Table (1.10) Regression analysis

MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD. ERROR OF THE ESTIMATE
1	.535 ^A	.287	.273	.47014

- a. Predictors: (Constant), HR Policy, HR Planning, Training & Development, Opportunity & Growth, Placement

According to table (1.4) the regression model analysis R Square .287% constant opportunities for HR Policy, HR Planning, Training & Development, Opportunity & Growth, Placement and congenial relation with employees these are factors that 28.7% are direct influence to dependent variable on organization perfor-

mance .

PLACE MENT					
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4.6 Regression Analysis

Table shows there are six factors out four are significant relation with the customer satisfaction two are negative that there are no relation with customer satisfaction. The factors are HR Policy, HR Planning, Training & Development, Opportunity & Growth, and Placement.

Table (1.7) Regression analysis

MODEL	UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS BETA	T	SIG.
	B	STD. ERROR			
(CONSTANT)	1.009	.419		2.410	.017
HR POLICY	.189	.066	.149	2.876	.004
HR PLANNING	.147	.057	.127	2.566	.011
TRAINING AND DEVELOPMENT	.092	.063	.080	1.471	.142
	-.157	.058	-.154	-	.007
	.420	.052	.441	2.722	.000
	.067	.060	.061	-	.270
OPPORTUNITY & GROWTH				8.049	
				1.105	

Coefficients^a

a. Dependent Variable: Employee Performance
Respondents perceive table (1.7) five constructs out of four to have positive effect on the Employee Performance within this company. The value content is positively affecting Opportunity & Growth ($\beta=0.420$ and $p<0.01$). This construct depicts the importance of perceived value, and how this supports the customer satisfaction on restaurant industry. Physical environment which deals with direct and positive relationship between physical environment and customer satisfaction ($\beta=.189$, and $p<0.01$). During the physical environment can have a significant impact on perceptions of the overall quality, which in turn affects customer satisfaction in the restaurant industry (Brady & Cronin, 2001). The effect of physical environment on Employee Performance effects positively? There is positive relation with placement on Employee Performance ($\beta=.067$, $p<0.05$) during the placement does the restaurant improve the building quality select and after that how it effects on employee performance. Harris, Baron, and Parker 2000, confirmed that placement was common in many social settings; the topic

was largely unexplored in the commercial setting. One aspect of Training & Development that has received relatively more attention was employee both with the service employees and with fellow customers. Another one HR Planning there is no significant relation with employee performance that presents but positively effect on ($\beta=.127$, $p<0.05$). These opportunities of HR Planning direct affect the customer satisfaction according to Bech-Larsen, Grunert, & Poulsen, 2001 Interactive effects of healthiness need strength, context, and guest complexity on self-reported creative employee performance. On the other hand found another negative relation with employee performance that is Training and Development ($\beta=-.157$, $p<0.01$) that means not good relation among the employees in the organization is very important, will able to increase the Training and Development, according to (Yang, 2004) The demand for good quality catering service is expected to grow steadily .It is shown that significant is good where suggestion is to improve the Training and Development according to the result..

The conceptual framework for the study includes the resource-based view (RBV), which originated in the 1950s by Edith Penrose, who stated leaders of firms

could create competitive advantages using internal tangible and intangible resources (as cited in Lockett & Wild, 2014). In the RBV theory, Penrose (1959, as cited in Jacobsen, 2013) viewed firms as a collection of resources.

The result of regression analysis, factors indicate that the independent variables significant impact on organizational performance. the correlation between independent variables namely work environment, HR policy, planning, training and development, opportunities of growth, placement with employees and opportunities for promotion and dependent variable that affects the organization performance. As seen that there are five dimensions of independent variables significantly correlated with dependent variable at different level. ANOVA analysis shows that dependent variables performance and independent variables policy, planning, Training, Growth, placement. According to the ANOVA analysis ($F=68.029$) which means positive effect on organization performance and there is significant relation dependent variables. According to Anitha.J the result of ANOVA for employee engagement ($F=44.620$).

According to these theses, There is a positive relation

independent variables influences on organizational performance that mean adjusted R Square 86.7% is positive. On the other hand, Anitha,J, "Determinants of employee engagement and their impact on employee performance," International Journal of Productivity and Performance Management (2014). It was found that, all independent variables factors were predicted of employee performance (r^2 , 0.672), however, the variables that had major impact were working environment and team and co-worker relationship. Employee performance had significant impact on organization performance (r^2 , 0.597). According to regression coefficient analysis these β value suggested that congenial relation with employees 53.3% are influence and 3.6% are influence on work environment. According to reference, J the β values also suggested that working environment influences up to 53% as a determinant of employee performance and team and co-worker relationship has about 36% influence.

Desirable work environment comprises both physical and emotionally safe environment that will motivate the employee to be engaged at work. Studies (Holbeche and Springett, 2003), show that people perceive their workplace, and their contribution in their role at

workplace, play a major part in their engagement and hence performance. Work environment motivate among the employees to increase the highest level of engagement. It is very important to support the employees work environment through creating engagement. Studies (Islam and Shazali, 2011) show that a good quality physical working environment leads to better service to customers and supports higher output. Studied from these there is significant relation that work environment on organization performance. From these there are seven factors that direct significant effects on employee performance whereas others two are negatively impact on organization performance. These five factors will increase the productivity.

Work policy of three statements corrected items- total correlation is more than 0.3 and Cronbach's Alpha is more than 0.7 that presents 0.775. Manager of this hotel leads all employees fairly and co-worker are helpful each other of this hotel which corrected item- total correlation results same value that is 0.686 which is more than 0.3 and Cronbach's Alpha for two statement is 0.813. The company should focus how to increase the good work environment in different method, than must have to focus improving the accomplish task in

different way and provide a good and healthy life. On the other hand, congenial relation with employees is another factor that positively effect on organization performance. Collegial and professional skills play an important role in the success of fresh employees (Hertzog et al., 2000). To achieve the organization goal and vision must have to create good relation among the employees not only that company's productivity will be higher and management have the responsibility to care about the employees. Relationship is required to enhance the engagement among the employees.

5.2 Recommendation

The empirical result shows that there are significant factors that affect between independent factors and organizational performance. Managers of this hotel might be able to increase the level of factors on organizational performance. Through Work environment, employee selection process, training and development, salary and monetary incentives, opportunities of growth, congenial relation with employees and opportunities for promotion we can apply the level of factors impact significantly to the engagement on organization performance.

Follow the empirical result of the study, firstly the factor work environment this factor contribute significant important to employee engagement on organization performance carry mean score 3.5, which is employee is satisfy with their work environment. Author also suggests solution, how important to this factory. Manager should focus how comfortably the employee can perform well in the organization through better services. Manager must have to focus on work environment in the organization.

Secondly, planning is the most important factor to independent on performance. When the company will hire should focus on skill employees that can give the better performance that is why the author suggest the solution to this factor mean score 3.35 which lower is not satisfactory , the manager should focus on it to employee selection time. Another factor is training and development which mean score almost moderate 3.49, which is not satisfactory at all. They should focus development of the training program. Every employee should be well trained to increase performance of the organization. Salary and monetary incentives is the another factor which mean score 3.47 not satisfactory among the employees. So the employee is not satisfied

with their salary and the company should be maintained well-structured salary system. Opportunities of growth are the important factor to the employee engagement on organization performance. These factors mean score carry 3.55 sounds good for the company. This hotel company is going on the right track and also this hotel should focus create great opportunities among the employees and increase the growth. Job nature is another factor; all the employees maintain the company discipline, attitude, manner, norms and policies is properly maintained. The mean score is now satisfactory level 3.57. Congenial relation among the employees behave very well because of mean score shows 3.59 which is good for the company. Employees are now cooperative each other to their task. This is also the factor the author suggest to measure the engagement to increase the performance of the employees. The author suggests the last factor opportunities for promotion which is the highest satisfactory level mean score 3.64. This hotel creates the opportunities among the employees for promotion. This paper assumes employee engagement is independent variables which are nine dimensions and organization performance is dependent variables.

Thirdly, Organization performances of dependent variable mean score 3.52 that means through nine factors how to increase the employee performance among the employees. This hotel employee's performance is good. According to above discussion the author suggests solving the problem through engagement to increase the performance. The manager can share the authority and involving them activities among the employees and this involvement can create the positive attitude that will be achievable of the company goal.

The above study signifies the importance of independent factors on organization performance and significantly effect on it. It also depicts that there is strong significant relationship between employee engagement and organization performance. Regression analysis predicts that various factors that effect on engagement, all the factor came out with significant path validity or t-value. Work environment, employee selection process, training and development, salary and monetary incentives, opportunities of growth, leadership style, job nature, congenial relation with employees and opportunities for promotion and dependent variables that affects the organization performance. From the above factors there are seven factors are found that signifi-

cant effect of employee engagement and organization performance. In terms of improvement of the organization it is important to utilize the seven factors to increase the productivity. Apart from this, training and leadership style is not significant effect the relation between employee engagement and organization performance.

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