

Literature review of factors influencing employees' Performance at almarai company in bahrain

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Abstract

Purpose – The aim of this paper is to examine the influence of three factors on employees' performance namely: Training and development, work discipline and job satisfaction leads to performance toward manufacturing organization as Almarai company in Kingdom of Bahrain.

Design/methodology/approach – This paper is a highlight of the literature review examining the essential factors influencing the Employees' performance in Almarai Company.

Finding – Training and development, work discipline and job satisfaction have more significant as well as positive influence on employees' performance.

Practical implications – The findings of this paper could furnish policy makers and corporate managers alike with a practical implication and understanding of the factors that could likely impact on the employees' performance in the manufacturing sector, thereby the possibility of attracting and winning more employees could be realized. In addition to that, this article found that the while work discipline has less influence on employees' performance. Moreover, this paper is useful to consider for manufacturing companies in relation to the variables.

Originality/value – This paper will help service organizations' managers to understand the factors that impacts on employees' performance. Again, it would enable the managers to creatively develop more effective strategies for increasing employee's performance in manufacturing organisations

Keywords: Training and Development, Work discipline, job satisfaction, employees' performance, Kingdom of Bahrain

Paper type: Literature review

1. Introduction

Employees' performance is very critical concept to organizations since it deals with development of the company. There is a close connection between high level of employees' performance and the growth of companies. Also, it is very challenging for companies to keep continues high level of employees' performance since it deals with many internal factors. Moreover, when employees meet the expectations, the company will be able to achieve their competitive advantage (Alkadash, 2020; DAKHOUL, 2018; Vosloban, 2012).

There are many factors that the company could explore and take in consideration that have a massive influence on employees' performance. For example, training and development, work discipline, and job satisfaction are important factors that contribute to increasing or decreasing the performance of employees. Training and development can be referred to as the activity that seeks to improve both the skills and the knowledge of the employees in work every day (Hidayat & Budiartma, 2018). As for work discipline, it is known as the act of respect and obedience of the employee who works under a certain organization that has regulations that are either written or verbal and obey them while being aware and happy (Chandra, 2016). Job satisfaction is defined as an attitude to the job which can be referred to as an emotional response to different aspects related to the job (Ndulue & Ekechukwu, 2016).

Enhancing the performance of companies in Bahrain would contribute to increasing the sales in Bahrain. In 2018, Almarai company had studied the growth and development of their branches in the Arabian Gulf Countries, and it was found that the lowest percentage of growth was in Bahrain which is by 2%. So, to develop and seek for growth, it is very important to study the factors that influence the performance of the company (Alkadash, Jun Bo, Beshar, Almaamari, & Mohsen Al-Absy, 2020; Khasharmeh & Aljifri, 2010).

Almarai company is a Saudi company that has expanded to reach many countries and studying the factors that impact the employees' performance would result in many benefits. Having a successful company in Bahrain would result in increasing and developing the economy and in providing many opportunities to the citizens. One of the most important opportunities is the employment that would hopefully end up in minimizing unemployment that puts pressure on the economy (Khasharmeh & Aljifri, 2010; Singh, 2019).

Employees' performance is a significant aspect to organizations since it deals with their success or failure, this paper would discuss in detail each element to come up with practical and useful recommendations to follow in order to improve the weaknesses in employees' performance and keep up the strengths.

2. Literature Review

2.1 The influence of training and development on employees' performance

Training and development are defined differently by different authors. The author considered training and development to be a part of HRD, which is human resource development (Aldoseri & Almaamari; Alkadash & Alamarin, 2021; Esthi & Savhira, 2019; Imran & Tanveer, 2015). Training and development are influenced by many factors nowadays. For instance, the atomization, environmental changes, mechanization and organizational changes are the factors that helped organizations and employees to notice the important need for training and development in order to be up to date with the new changes in the world (Al-Maamari & Raju, 2020; Halawi & Haydar, 2018; Morsy, Ahmed, & Ali, 2016). In addition, before implementing a training and development program there are many prior factors to consider like objectives of the training program, the cost, the needed time, the location, the frequency, the delivered content, the suitability of the content, the style of delivery, and the abilities and capabilities of the employees. All of the mentioned points influenced the successfulness of the training and development (Ahmed & Almaamari, 2020; Al-Harethi & Al-Maamari, 2018; Ali, Islam, Chung, Zayed, & Afrin, 2020; Kader et al., 2021).

Training and development are important aspect to both organizations and to the employees as individuals as it helps in improving employees' ability to take right decisions along with equipping them with the essential knowledge and skills to process the work (Ahmad, Ahmad, & Asghar, 2014). Another important aspect is that training and development help the employees to have better skills in problem-solving, which then help employees to get the best version of themselves (Raju 2021). As for organizations, training and development found to be significant to developing employees' productivity thus enhancing the performance and profitability of organizations. To look at training and development widely, they help in achieving the goals and objectives of the organizations (Alsaad & Almaamari, 2020; Elkins et al., 2016; Hidayat & Budiartma, 2018; Murad, Zayed, & Mukul, 2013; Shahi & Neloy).

H1: Training and development have positive significant influence on employees' performance.

2.2 The influence of work discipline on employees' performance

Dapu (2015) defined discipline as the behavior that is performed with regard to rules and regulations of the organization. Also, the author specified that the work discipline could be realized through many ways like by assessing employees' behavior, action, responsibility, and attitude across the required rules and regulations. There are three main types to work discipline which are preventive discipline, corrective discipline, and progressive discipline (Aldoseri & Almaamari; Turang, 2015). The preventive discipline is defined as the encouraging action done by management in order to encourage the positive behavior in regard to rules application (Arif, Syaifani, Siswadi, & Jufrizen, 2019). Furthermore, the corrective behavior is the action taken

by managers towards the employees when they violate the rules. This action might take many forms like giving warning or suspension. As for progressive discipline, it deals with taking actions towards the employees for not following the standards and especially the standardized that are related to employees' performance (Chetty and Phung 2018). The main purpose behind this type is to help the employees' realized the problem and to give them suggestions for enhancements (Andreev, Kazanin, & Zayed, 2021; Hersona & Sidharta, 2017; Wazir, Amaamari, & Hasan, 2020).

Work discipline has a huge influence over many areas in the organizations, and one of the most important areas is the employees' performance. Moreover, work discipline is beneficial to organizations since they can use it for the purpose of reinforcing some positive or negative behaviors (Dapu, 2015; Nahar & Zayed, 2019). Also, one of the significant goals of organizations is to function effectively, and work discipline is considered as one of the main drives to function effectively. However, some researchers believe of the limited influence of work discipline over employees' performance (Al-Maamari & Abdulrab, 2017; Aldoseri & Almaamari).

H2: Work discipline has positive influence on employees' performance to a limited extent.

The influence of job satisfaction on employees' performance

Raziq and Maulabakhsh (2015) defined job satisfaction as the inner emotions of the employees towards their own job. Therefore, it is a significant aspect that increases motivation which help in increasing the performance of the employees. Also, the authors state that job satisfaction consists of psychological, physiological, and environmental factors that makes the employees' satisfied or unsatisfied with their job (Laosebikan, Odepidan, Adetunji, & Aderinto, 2018). When studying job satisfaction, there are two main areas to consider which are human area and behavioral area. To explain, the first area deals with treating the employees fairly and with respect to them. As for the second type, it deals with directing employees' behavior in order to achieve intended goals like increasing their performance (Abdulkhaliq & Mohammadali, 2019; Al-Maamari, 2020; Ali, Islam, Chung, Zayed, & Islam, 2021).

Job satisfaction has uncountable benefits to organizations. To explain, job satisfaction is in somehow related to mental health, and being satisfied with the job will promote the good well in the work place. Moreover, job satisfaction reduced many unwanted aspects like absenteeism, turnover, and accidents (Al-Maamari, Abdulrab, Al-Jamrh, & Al-Harasi, 2017). Furthermore, through job satisfaction, employees would have high sense of morals along with being productive which therefore will increase employee' performance. Another essential benefit is that job satisfaction helps in raising the creativity and innovation. The most wanted outcome out of job satisfaction is getting employees' loyalty which will lead them to perform their duties with high level of performance (Vrinda & Jacob, 2015)(SHAHRIAR, ISLAM, ZAYED, HASAN, & RAISA, 2021).

H3: Job satisfaction has a positive significant influence on employee' Performance.

3. Conceptual Framework

The following model expresses the relationship between the four variables in which the employees' performance stands as the DV, and training and development, work discipline, and job satisfaction stand as the IVs that influences the DV in Almarai company in Bahrain.

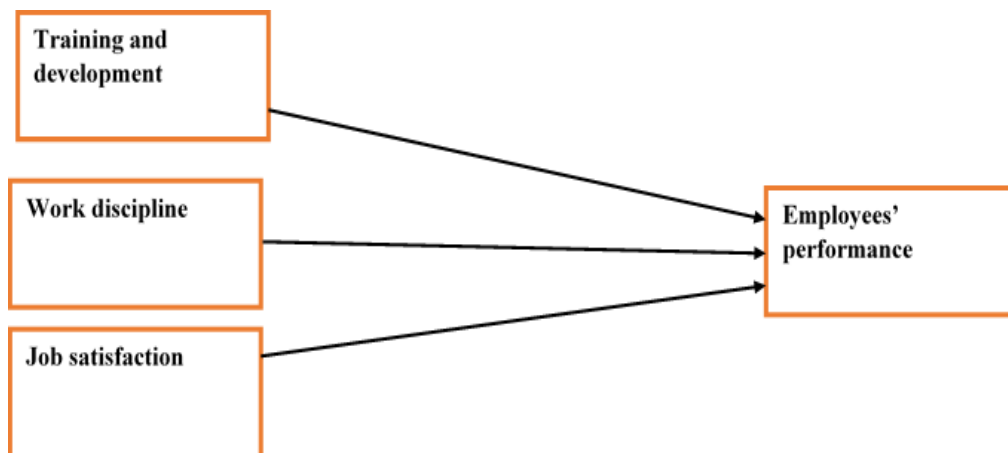


Fig. 1. Research model of this study (Alaswad, 2021)

4. Methodology

Through the critical review, in-depth examinations and theoretical discussions mentioned in the previous sections, we developed a proposed Conceptual framework (see Fig. 1), the Conceptual framework of this study is based on the literature in the fields of Employee's performance. This framework is constructed using Social exchange theor (McGuire & Hutchings, 2006). Training and development can be thought of as improvement initiative is aimed produce changes in human behaviours within an organization which a high level of Training and development increases employee performance, in order to explain and examine the relationship between training and development and employees' performance. This model is also constructed using social cognitive theory (Albert, 1986), proposes that social relationships are based on mutual reciprocity (Blau, 1964). Firstly, the model postulates that, based on the social cognitive theory premises, three factors as namely, Training and development, work discipline, and job satisfaction are positively related to employees' performance (Raju 2021).

In order to mitigate the complications of a single framework as well as distinguish the direct hypothese, Fig. 1 below is introduced. The research framework (Figure 1) shows the relationship that exist among the variables examined in this study. The thick lines show the direct relationship between the independent variables Training and development, work discipline, and job satisfaction and the dependent variable employees' performance, that signify the hypothesised direct relationships.

5. Result And Conclusion

Firstly, the purpose of this study is to integrate the factors influencing Employees' performance among manufacturing organizations. This finding is considered as an addition to the body of knowledge pertaining the importance of higher levels of employees' performance in manufacturing sector particularly, in Almarai company in Bahrain. It also suggests that, the managers of manufacturing companies should employ more cogent strategies on performance, since retaining the existing employee is found to be more cost effective than attracting fresh ones. Findings of the study also suggest that, three factors: Training and development, work discipline, and job satisfaction have significant influence on employees' performance. Thus, the finding of this study avails the managers, academicians and other researchers a much stronger and better basis for recommending the needed mechanisms strategies of ensuring high level of employees' performance (Raju 2021). Therefore, it is imperative that manufacturing organisations should take extra effort to improve Training and development, work discipline, and job satisfaction in their efforts to attain higher level of employees' performance. In addition to that, the research has provided background information about the topic with problem statement. Also, the study has provided general information about the chosen company along with detailed information taken from previous studies about each variable. Then, the data was collected through a survey in order to explain them with the aid of the literature review. This study provides well-structured framework for HRM, scholars, and researchers for the purpose of improving and maintaining high level of employees' performance.

The limitations and recommendations for future research are discussed as follows. There has been some lack of valid information regarding the number of employees' which makes it harder to select the participants for the survey. Moreover, the study could be improved through doing a sperate research on job satisfaction and work discipline. To explain job satisfaction deals with genetic aspect of the person which makes it hard to be manipulated. As for work discipline, there are very few pervious studies that talks about it with relation to its influence on employees' performance which shows the great need to explore the topic deeply.

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