

Research Article

Analyze The Elements Affecting Employee Management

Deena Das. C. S.,

*Research Scholar,
Department of Management,
Himalayan University,
Itanagar,A.P.*

Prof. (Dr.) Prakash Divakaran

*Research Supervisor,
Department of Management,
Himalayan University,
Itanagar,A.P.
Email : prakashtek@gmail.com*

Abstract

Work-life balance, training, and awards were all examined to see if they had any effect on employee performance. The major outcomes of employee engagement performance were used to identify these variables. Before a model for employee performance was constructed, a comprehensive review of the literature was done. A survey-based empirical investigation involving 101 private-sector participants employed convenience sampling. The Structural Equation Model demonstrated that work-life balance, training, and incentives all had an impact on employee performance (SEM). According to the results of the SEM analysis, only the work-life balance factor is significant in predicting employee performance ($= 0.726$; $(P = 0.001)$), which implies that the dependent variable may be accurately predicted. Employee performance was not greatly impacted by the study's findings, which revealed that neither training nor awards had an impact. According to the findings improving work-life balance results in happier people who are more invested in their jobs. So his or her output improves, which in turn helps the organization become more productive.

Keywords: Work Life Balance, Training, Reward

INTRODUCTION

A company's success can't be overstated since employee performance is so crucial to it. An organization's overall success may be gauged by looking at how well its personnel perform. In both organizational psychology and human resource management, employee performance is a key concept (Campbell, McHenry, & Wise, 1990). It's a job that a person can do well, given the regular limits and resources at their disposal (Jamal, 2007). If you don't have competent personnel, you're going to lose out on a competitive advantage in today's tough business climate.

The success of a business depends on the presence of motivated personnel who put in long hours and do their best work. The effectiveness of an organization's workforce is a critical dependent variable that has been extensively researched over several decades (Wall et al., 2004). Two types of employee behavior have been identified by researchers such as Borman and Motowidlo (1997): Efforts that aren't immediately connected to a person's core job function, but nonetheless critical to the process of creating products and services, are known as "contextual performance." As the fundamental driver of task activities and processes in the organisational, social, and psychological settings, these behaviours are vital (Werner, 2000).

LITERATURE REVIEW

IZA GIGAURI (2021) the brand-new coronavirus COVID-19 has had a significant influence on human resource management in companies all around the globe. Workers were tasked with dealing with stress and working remotely to keep the company functioning, thus HRM took the lead in managing them. A decreasing workforce and mass layoffs were unavoidable during the pandemic lockdown. This study relies on in-depth interviews with subject matter experts. Human resource management (HRM) in Georgia has been confronted with a number of issues. This report examines those challenges, as well as the ramifications for HRM that have resulted from the current economic crisis. For the current and future crises to be dealt with, organizations need to collaborate with HR managers to devise crisis management plans, as well as design new policies for remote and hybrid working systems.

REVANTH PERIYASAMY (2021) Employee productivity is the cornerstone to any company's success. The company's objective and vision cannot be achieved without the participation of each and every one of its employees. Employee performance is not a one-size-fits-all issue, but rather a matter of how firms manage, train, and inspire their staff.

According to the SHRM 2020 Report, employee disengagement has reached an all-time high.. Keeping workers engaged is critical to increasing productivity within the workforce.

FOROUZAN REZAEI, MOHAMMAD KHALILZADEH, AND PARIYA SOLEIMANI (2021) the research model was derived after a survey of relevant literature. A questionnaire with 48 questions was used to gather the first data. A total of 108 members of the company's management and administrative teams took part in the event. SPSS and Smart PLS were used to analyze the gathered data. There was no evidence to support the hypothesis that strategy and technology had an impact on knowledge management. All of these criteria were shown to have a role in successful knowledge management, according to the findings of the study Both directly and via human capital, knowledge management has an impact on a company's productivity. The findings of this research suggest business leaders and workers to take use of the company's already-existing resources to implement knowledge management and to build the company's most valuable resource: its people.

JOEL B. CARNEVALEA, AND ISABELLA HATAK (2020) in today's world, businesses must be ready to respond quickly and effectively to crises outside their control, which raises employee anxiety and jeopardizes the organization's capacity to operate normally. COVID-19 epidemic has forced enterprises to deal with the unexpected and hence discover new solutions to a wide range of operational issues. Our focus in this paper is on the consequences COVID-19 has for HRM as businesses assist their employees in adjusting to their new work environment. Several prospective research avenues and arguments for a multidisciplinary approach are presented in order to solve the concerns mentioned.

ANASTASIOS D. DIAMANTIDIS (2018) In today's highly competitive business environment, when businesses must adapt quickly to constantly changing operational conditions as well as to changing needs of their employees, it is more critical than ever to identify the factors that impact employee performance (EP). As part of this article, we'll examine the interplay between firm/environment variables (such as management support and environmental dynamism), job-related

Analyze The Elements Affecting Employee Management

factors (such as work autonomy and communication) and employee-related ones (such as EP). SEM is utilised to develop a new study framework that examines the relationship between these variables and EP. Employer support (both direct and indirect) as well as employee flexibility and intrinsic drive are found to have the greatest effects on job performance. Limitations/implications of the research The fact that this study is not limited to a single industry is one potential restriction (i.e. the sample is heterogeneous).

METHODOLOGY

Work-life balance, reward, and training are the primary goals of this study, which is expected to help organizations better, understand their employees' performance so that they can better meet their customers' needs, wants, and expectations. A new breakthrough in management science is envisaged as a result of this study.

Respondents

Convenience sampling was used to acquire samples from non-government employees who participated in an online survey. There were 101 samples collected over the course of three months, from April 17 to July 2, 2019. Structure equation modelling (SEM) requires between 100 and 150 samples, according to (Anderson & Garbing, 1988). As a result, our research satisfies this fundamental need.

Instrument

There are six sections to the survey. Data about demographic characteristics including gender, age, time spent working for current employer and education level are collected in the first portion of this questionnaire. In the second section, you'll get five (5) separate evaluations on how well the employees performed on various tasks. In the third segment, we'll talk about how to quantify rewards using a four-item scale. A total of three (3) items are included in the training measurement area, and a total of four (4) items are included in the work-life balance portion. A 5-point Liker-type scale from "Strongly Disagree (=1) to Strongly Agree (=5)" was used for the second to sixth segment of the questionnaire.

ANALYSIS

Sample Characteristics

More than ninety percent of the 103 questionnaires sent out were returned. Gender, age, education, and year of work experience were all factors in the survey's questions. Accordingly, this data was necessary to assure a similar distribution of respondents by attributes in a study sample to that of the community they were selected from. A sample's representativeness and accuracy are influenced by this step.

The poll found that women f=54 made up the bulk of participants (53.5 percent), while men f=47 made up the remainder (46.5 percent). F=94 (93.1%) of the respondents were under the age of 30; f=7 (6.7%) were between the ages of 30 and 39. Ninety-one percent of those polled (f=90) had been employed for less than five years, with the next largest group (f=9) having been employed for six to ten years (8.9 percent). People who have worked for more than 10 years had a f=1 ratio (1.0 percent). According to the results of the study, the highest educational level held by f=36 (35.6 percent) of those polled was a certificate, followed by f=43 (42.6 percent) a diploma, and f=20 (19.8 percent) a degree.

Reliability and Validity

Internal Consistency

Components' consistency was assessed using two separate measures. An alpha of at least 0.70 is required to identify reliability, and the average variance extracted (AVE) is a measure of the variation collected by a construct's measure in comparison to random error. Allen (1984), Nunnally (1979), and Allen (1984) all used Cronbach's alpha and AVE to quantify the amount of variation collected (Claes & David F., 1981). An AVE of at least 0.50 is considered supportive of internal consistency. It's important to note that

Scale items that are conceptually linked are said to have convergent validity. A composite reliability of 0.70 and an average extracted variance of 0.50 are needed by Hair et al. to be regarded good. Table 1 shows that the extracted average variance is more than 0.50 and the compound reliability values are greater than 0.70. Because of this, we may argue that convergent validity has been established.

Table 1: “Result of CFA for Measurement Model”

Construct	Item	Internal reliability Cronbach alpha	Factor loading	Convergent validity Compositor liability	Average variance extracted ^b
Employee performance	EP1	.739	.776	.0.86	0.55
	EP2	.785	.609		
	EP3	.798	.605		
	EP4	.709	.848		
	EP5	.713	.844		
Reward	R1	.776	.880	0.90	0.69
	R2	.826	.799		
	R3	.839	.772		
	R4	.783	.869		
Training	T1	.877	.932	0.95	0.86
	T2	.853	.947		
	T3	.916	.905		
Work life balance	WB1	.766	.918	0.92	0.79
	WB2	.788	.906		
	WB3	.871	.845		

One-dimensional

The One-dimensional of the proposed scales was evaluated using an exploratory factor analysis (EFA). Finding factors with eigenvalues greater than 1 served as the basis for the analysis that followed.

The total variance explained component has to be large, as well as the factor loading required to be significant (higher than 0.4). Four new constructs were developed based on their eigenvalues. According to Table 2, Kaiser-Meyer-Olkin (KMO) sample adequacy test and Bartlett (sphericity) test results are shown. We apply Bartlett's Test of Sphericity to see whether the variables have a strong enough association (BTS). Using Table 2, we can see that the significance threshold is 0.001 (p 0.001). KMO statistics in Table 2 all above the minimal threshold of 0.5, suggesting a significant correlation. A valid factor analysis and principal component analysis may be done as a consequence of the test.

Table 2: “Exploratory Factor Analysis (EFA)”

Analyze The Elements Affecting Employee Management

Expression regarding scales	Eigen value	%variance	Cronbach alpha	KMO Test	Bartlett test
Employee performance	2.770	55.391	0.791	.738	$\chi^2=182.534$ P=0.000
Reward	2.764	69.107	0.849	.802	$\chi^2=174.068$ P=0.000
Training	2.585	86.172	0.919	.742	$\chi^2=156.198$ P=0.000
Work life balance	2.378	79.258	0.864	0.712	$\chi^2=156.198$ P=0.000

Discriminate Validity

To see whether the correlations between the two constructs vary significantly, chi-square difference tests might be utilised. In order to determine whether the latent variables varied substantially from one another, the correlations between them were investigated. Table 3 illustrates the discriminate validity of all constructs.

Table 3: “Correlation Matrix”

	Performance	Reward	Training
Performance			
Reward	.577 ^{**}		
Training	.525 ^{**}	.788 ^{**}	
Work Balance	.717 ^{**}	.581 ^{**}	.467 ^{**}

Convergent Validity

Using the CFA model, convergent validity is supported because all factor loadings are over 0.5. (Steenkamp & Geyskens, 2006)

Hypotheses Testing

The AMOS graphical programme was used to verify the model and assumptions shown in Figure 2. An evaluation of how well the model fits the data was performed using the RMR, CFI, and chi-square value to degree of freedom (Bentler 1990; Marsh Balla & Hau, 1996). A successful model fit is indicated by a chi-square value to degree of freedom less than 3.00, an RMR value less than 0.05, and a CFI value more than or equal to 0.90.

Table 4: “Regression Weights”

Path		Estimate	S.E.	C.R.	P	Conclusion
<u>employee_perf</u>	<--workbalance_1	.726	.150	4.843	***	H1 is supported
<u>employee_perf</u>	<--reward_1	-.032	.214	-.150	.881	H2 is not supported
<u>employee_perf</u>	<--training_1	.105	.167	.630	.529	H3 is not supported

Employee performance will be the focus of this investigation. Based on work-life balance, training, and compensation Workplace performance is influenced by three (3) latent variables and 15 indicators. Work-life balance has been speculated to have an impact on employee performance in H1. H1 is supported by the finding that a healthy work-life balance improves employee productivity (= .726, P 0.001). Next, consider the impact of compensation on staff productivity. Unexpectedly, the results demonstrate no correlation between compensation and employee performance (= -.032, P > 0.05), rejecting the hypothesis that it does. Training does not have a significant association with employee performance, contrary to expectations (= .105, P > 0.05), and hence does not support H3.

Conclusion

This investigation focused on three main theories. While the other two concepts were rejected, this one was approved. Employee output is directly impacted by their ability to maintain a healthy work-life balance. It's time for businesses to take note of the association between work-life balance and employee success. Work-life balance may be improved by implementing the principles listed above. Work-life balance has an effect on employee performance in the range of 72 percent, according to the study's results.

REFERENCE

1. Iza Gigauri," Influence of Covid-19 Crisis on Human Resource Management and Companies' Response: The Expert Study," International Journal of Management Science and Business Administration Volume 6, Issue 6, September 2020, Pages 15-24
2. Revanth Periyasamy(2021)," Employee Performance – 3 Key Factors that will Improve it," Last updated on Nov 11, 2021
3. Forouzan Rezaei, Mohammad Khalilzadeh, and Paria Soleimani (2021)," Factors Affecting Knowledge Management and Its Effect on Organizational Performance: Mediating the Role of Human Capital," Research Article | Open Access Volume 2021 |Article ID 8857572
4. Joel B. Carnevalea, and Isabella Hatak (2020) Employee adjustment and well-being in the era of COVID-19: Implications for human resource management," J Bus Res. 2020 Aug; 116: 183–187
5. Anastasios D. Diamantidis (2018)," Factors affecting employee performance: an empirical approach," International Journal of Productivity and Performance Management 68(1)\ DOI: 10.1108/IJPPM-01-2018-0012
6. Ahmetoglu, G., Harding, X., Akhtar, R., & Chamorro-Premuzic, T. (2015) Predictors of creative achievement: Assessing the impact of entrepreneurial potential, perfectionism, and employee engagement. Creativity Research Journal, 27, 198–205. doi:10.1080/10400419.2015.1030293

Analyze The Elements Affecting Employee Management

7. Albercht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2, 7– 35. doi:10.1108/joepp-08-2014-0042
8. Anderson, C. A., Leahy, M. J., DelValle, R., Sherman, S., & Tansey, T. N. (2014). Methodological application of multiple case study design using modified consensual qualitative research (CQR) analysis to identify best practices and organizational factors in the public rehabilitation program. *Journal of Vocational Rehabilitation*, 41, 87–98. doi:10.3233/JVR140709
9. Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63, 308–323. doi:10.1108/ijppm-01-2013-0008
10. Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. (2014). Collective organizational engagement: Linking motivational antecedents, strategic implementation, and firm performance. *Academy of Management Journal*, 58, 111–135. doi:10.5465/amj.2013.0227
11. Basurto, X., & Speer, J. (2012). Structuring the calibration of qualitative data as sets for qualitative comparative analysis. *Field Methods*, 24, 155–174. doi:10.1177/1525822X11433998
12. Belle, S. M., Burley, D. L., & Long, S. D. (2014). Where do I belong? High-intensity teleworkers' experience of organizational belonging. *Human Resource Development International*, 18, 76– 96. doi:10.1080/13678868.2014.979006