Analysis of some aspects that influence employees' performance in Bangladesh

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ABSTRACT

There is no universal principal theory about employee performance. The effectiveness is an important foundation for how organizations perform with their management, development, and stimulation to their employees. People management has a noteworthy influence on performance and employees' comportment in relation to the organizational presentation can explicit itself in three different ways; task execution, organizational citizenship accomplishment (Soft performance) and workplace divergent behavior. Recently, most of the companies or institutions are fully conscious about employee's performance or about to discover the customs through which high level of employee's act can be accomplish is becoming one of the intent aspects to any organization progress. Employee Performance Management is about to bring into the line of the administrative goals with the employees' approved procedures, assistance, proficiency necessities, development strategies and the distribution of consequences. Worker performance can be amplify by putting efforts on factors that boost the employees' motivational level, creativity, job gratification and coziness workstation atmosphere, etc. There are many factors that can influence an employee's performance and the main topic of the study revolves around those variables. This study will focus on the impact of leadership, training, motivation, organizational culture and working environment on the employees' performance in different types of sectors like government, private or semi-government sector in Bangladesh. It will also highlight how these variables affect the performance either positively or negatively.

Keywords— *Organization, Motivation, Employees' performance, Employment*

1. INTRODUCTION

In a present-day organization, productivity improvement is a vital concern. Productivity through job performance views as a broadly studied area in the literature of organizational activities and human resource development (Bommer et al., 1995; Lawler, & Worley, 2006; Schiemann, 2009). Job presentation as in the procedure of *performance valuation and organization* is a crucial part of effective HR administration and it is a most desirable progressive involvement in HR assortment (Bateman, & Snell, 2007; Fay, & Luhrmann, 2004; Hellriegel et al., 2004). The term "employee performance" implies individual's work accomplishment after applying obligatory determination on the job which is related through getting a meaningful work, involved profile and concerned about colleagues/employers around (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010). The performance-driven impartial is estimated to be associated with the organizational policies so that the whole procedure changes away from being event-driven to become more planned and a people-centric viewpoint (Jena, & Pradhan, 2014; London, 2003; Mone, & London, 2009).

1.1 Objectives

Employees' performance and working conditions are influenced by many different factors at their working place. This study will highlight how variables affect the employees' performance either positive or negative. The key objectives of this research are as follows:

1. To analyze the factors that affect employees' performance within an organization, including:
   - The relationship between leadership and employee's performance
   - The impact of organizational culture on employees' performance
   - The relationship between motivation and
   - The relationship between the working environment and employees' performance
   - The relationship between training and employees' performance
2. To analyze the level of employees' work performance in accordance with the influenced factors with the collection of data and information within an organization.
3. To find valid interpretation and recommendations with the recognition of impacts, both positive and negative factors on employees' work performance within an organization. **[2]**

2. LITERATURE REVIEW

2.1 The concept of Humane Resource Management

The procedure of describing Humane Resource Management (HRM) leads us to two dissimilar definitions. The first definition of HRM is that it is the method of directing people in organizations in a planned and thorough behavior. This involves the arenas of recruitment people, maintenance of people, pay and incentives setting and supervision, implementation management, alteration management and taking care of exits from the company to improve the performance. The second definition of HRM includes the management of people in administrations from a macro viewpoint i.e. dealing people in the procedure of a cooperative connection between management and employees. This approach implies is that the HR function in modern corporations is involved with the concepts of people empowering, people improvement and an emphasis on creating the "employment relationship" accomplishing for both the management and employees.**[5]**

The paramount principle of HRM is a simple acknowledgment that human resources are the most significant resources of an association; a business cannot be prosperous without efficiently handling this resource. Another important principle, expressed by Michael Armstrong in his book *A Handbook of Human Resource Management*, is that business success is probably to be attained if the personnel strategies and measures of the innovativeness are closely connected with and make most important involvement to the accomplishment of corporate purposes and strategic ideas. It is conferred to form suitable corporate principles and presenting plans, which reveal and support the essential standards of the inventiveness and confirm its achievement. **[6]**

2.2 The concept of employee performance

The term "employee performance" indicates individual's work accomplishment after applying required determination on the job which is related to get an expressive work, engaged outline, and concerned employers around (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010). In order to utilize HR fully and supplement organizational achievement, the operative employee performance management structure is imperious for a business organization. The performance-driven intention is estimated to be associated with the organizational strategies so that the complete procedure changes from being event-driven to turn into more tactical and a people-centric perception (Jena, & Pradhan, 2014; London, 2003; Mone,&London,2009).**[7]**

Several agendas and taxonomies have been established in the last 15 years, keeping these features in mind, to compute employee performance. Table 1 recognizes attitudes to work performance and lists the key ideas.

Table 1: Recognition of key concepts on employee performance

Authors	Aspects of employee performance
Kennedy, Lassk, & Burns (2001)	Work role empowerment, performance toward consumers, and cooperation
Borman et al. (2001)	Conscientious inventiveness and personal and structural support.
McCook (2002)	Observed determination, satisfaction with collaborators, and opportunity for reward.
Johnson (2003)	Job performance and Circumstantial performance
Parker, Williams, & Turner (2006)	Proactive work performance, problem-solving and goal application
Griffin et al. (2007)	Individual task skill, individual task adaptivity, individual task efficiency, team member task ability, team member task adaptively, team member proactivity, organizational task aptitude, organizational task adaptively, and organizational task proactivity.
Schepers (2011)	Work performance and Disciplined effort
Audrey, & Patrice (2012)	Inventiveness, Reactivity in the face of complications, Interpersonal adaptableness, working out efforts, managing work-related pressure.
Koopmans, Berhnaards, Hildebrandt, Vet, and Berk(2014)	Task presentation, appropriate act, and counterproductive work performance

Source: Authors' findings.

We can understand from of these earlier studies that performance comprises a group of activities that result from one's practical knowledge, ability, and interconnectedness. **[8]**

Multidimensionality

Employees' performance is theorized as a multidimensional concept containing more than one kind of behavior. Campbell (1990) suggested an eight-factor model of performance established on factor methodical research that challenges to capture dimensions of work performance existing across all work.

1. The first factor is task particular activities that contain those performances that an individual undertakes as part of a job.
2. The second factor is that an individual is essential to undertake which do not pertain only to a particular job.
3. Workers need to make formal and informal verbal and written presentations to various audiences in many different occupations.
4. An individual's actions can also be measure in terms of determination, either day to day, or when there are extraordinary environments that will influence the degree to which people oblige themselves to job responsibilities.
5. The performance area might also contain a feature of personal discipline. Individuals would be anticipated to be in good standing with the rule, not abuse alcohol, etc.
6. Performance may contain the degree to which a person assistances the groups and his or her coworkers. This might include performing as a good role model, training, giving guidance or assisting uphold group objectives.
7. The individual will depend on many of the things defined under the earlier aspect and in addition, will be responsible for meting out rewards and punishments. These aspects of performance occur in a face-to-face manner.
8. A managerial task would be setting a managerial aim or responding to external inducements to help a group in accomplishing its goals. In addition, a manager might be responsible for observing group and individual improvement towards objectives and monitoring administrative properties**. [4]**

2.3 Factors affecting employee performance

According to some researchers and experts, there are definite aspects independently and cooperatively consequence on the performance of employees in a positive or negative way, including

2.3.1 Leadership: A successful leader has the concern to stipulate supervision and share the information to the employee to command them for better performance and make them expert for maintaining the quality. As the situation, affects which functions the leaders carries out, it would also affect the manner in which the functions are performed. There are broadly three types of leadership styles according to Carter and he also explains the different traits of each style that significantly affect the employee performance. *Leadership styles are*:

1. *Autocratic/Authoritarian:* This type of leadership indicates that leaders give orders and expect immediate dutiful without contention.
2. *Democratic/Passive:* The democratic leader makes no suggestions or recommendations but asks for the group's thoughts.
3. *Participative:* In this type of leadership, employees take part in the decision-making process and give their opinion. With their opinions, the leader uses this information to make decisions and the group is kept informed about the future.**[9]**
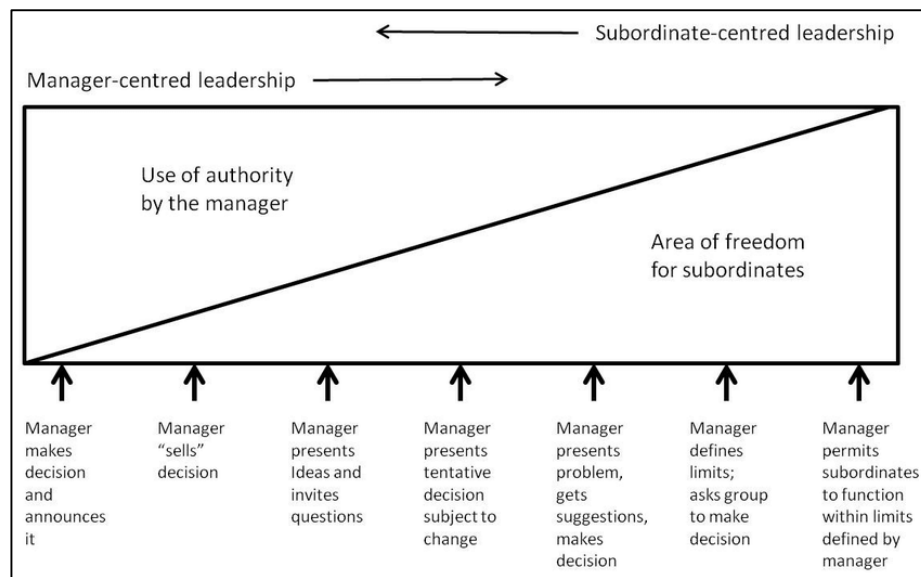

Fig. 1: Different styles of leadership

The consequence of different style on employee performance as explain by Myron Rush and Cole the participative style of leadership has a greater positive impact on employee performance in which condition workers feel power and self-assurance in doing their job and in making different judgments. In autocratic style, leaders take decisions in which employees' feel inferior in doing their jobs and decisions. In a democratic style employee have to some scope of flexible power to do work so their performance is better than in autocratic style. **[9]**
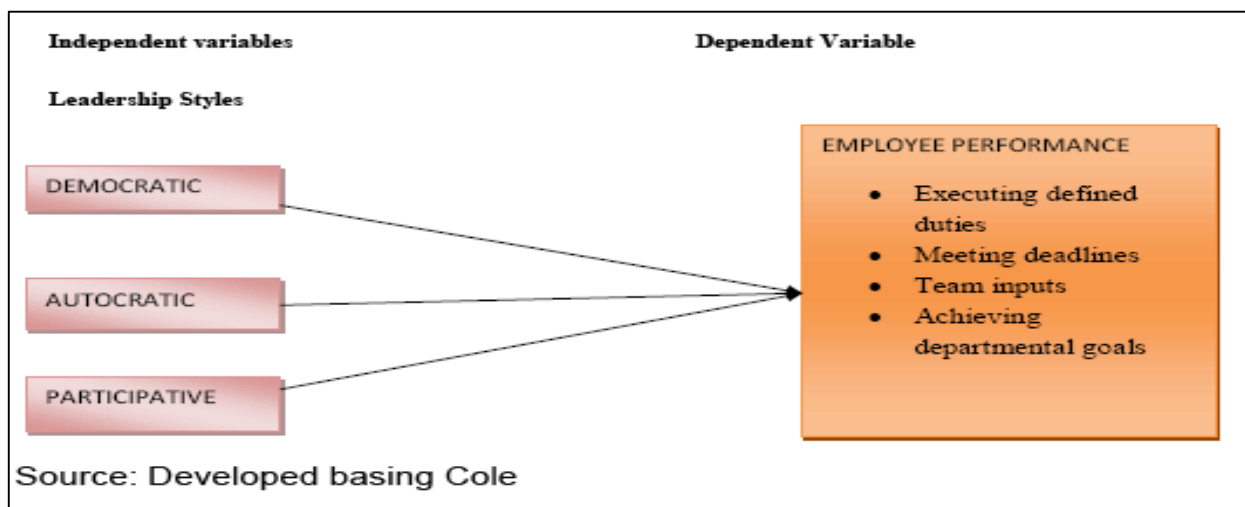

Fig. 2: Leadership and employee performance

2.3.2 Coaching: To achieve success in the workplace, leaders must motivate the employees by giving coaching and look after the workers' performance development. The leader should involve in perception and performance deliberation that are analytical to confirm that desired activities are demonstrated. The framework provides by the Leader coaching and development for the team member can lead to contribute to the company strategy and achievement of goals. For example, leaders may deliberate strategies applicable to the result of performance coaching where strategies may include making decisions about the goal and how to achieve them through the employee. The coaching conversation becomes more robust through the engagement of the team member in the

performance development discussions. **[10]**There are seven steps, which can help to generate a positive environment for providing feedback. They are: i) build a relationship of mutual trust, ii) open the meeting, iii) get an agreement, iv) explore alternatives, v) get a commitment to act, vi) handle excuses and vii) provide feedback. **[11]**

2.3.3 Empowerment: Empowerment is the procedure of allowing or approving an individual to think, perform, take action, and regulate work and decision making in independent ways. It is an expression of feeling self-assured to take control of individual intention (Heathfield, 2007). In addition, the term empowerment signifies a wide category of actions, from "sham" empowerment (Rosenthal et al., 1997) to a high level of contribution and decentralization of power. Wilkinson (1998) recognized five kinds of empowerment: information sharing; upward hindrance solving; task independence; attitudinal determining and self-management. The espoused advantages of empowerment are broadly divided into two areas: benefits for the organization and benefits for the individual. Much of the study into empowerment has concentrated on organizational benefits assuming these are the driving potency behind efforts to stimulate empowered working (Cunningham et al., 1996). As the term suggests, the process of empowerment is fundamentally about gaining power (Gutie´rrez, 1991; Kar et al., 1999; Masterson & Owen, 2006; Speer & Hughey, 1995). The meaning of power has itself been the theme of much scholarship (Tew, 2006) and a growth in power is an increase in one's encouragement in social associations at any level of human relations, from dyadic communications to the collaboration between a person and a structure. Keeping this thought of power in mind, we can explain empowerment as a repetitive procedure in which a person who lacks power arranges an individual expressive objective focused on increasing power, takes action toward that goal, perceives and reveals the influence of this action, illustrates on his or her developing self-efficacy, acquaintance and capability associated with the goal. **[12]**
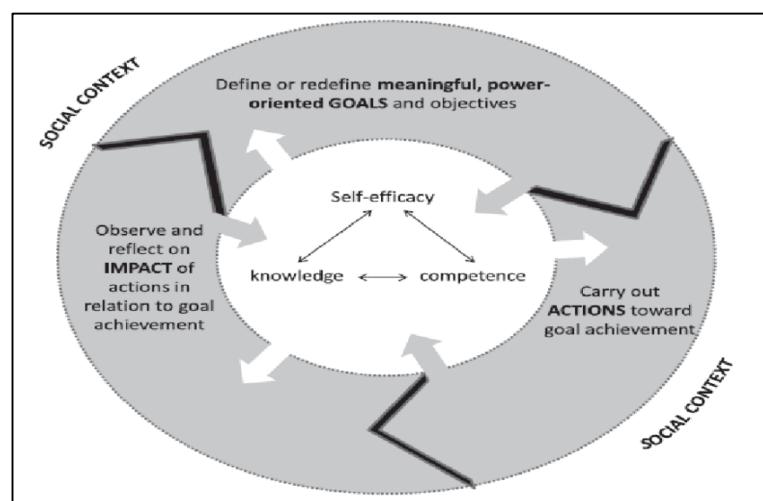

Fig. 3: Empowerment

As shown in Figure 3, the practice is not linear, and a person may effort through factors repeatedly with admiration to particular objectives and connected objectives, reconsidering as experience stimulates reflection. The model sets empowerment in two primary ways; firstly, the empowerment process concentrates on a subset of objectives (those that are personally significant and power oriented); secondly, empowerment's aim is to change in one's social impact rather than only intrapsychic change. **[12]**

2.3.4 Participation: Workers' participation had been recognized as an administrative solution to boost workers' gratification. (Cotton, Vollrath et al., 1988). According to a classic meaning, participation defined as an association (Vroom, 1974). In some views of managerial researchers, there are some scopes of participation in the organization; they are (1) a chance of employees to succeed their objectives, (2) to pursue thoughts among the employees and (3) to allocate responsibilities to employees (Gibson, Ivanchevich et al., 1992). Employee participation is considered a key component in an effective achievement of new management approaches and shows an important role in defining the degree of job satisfaction (Harber, Mariott et al, 1991; Ardichvili, Page et al., 2003. Figure 1 shows that in some situations, participation will bring together psychological and emotional involvement (Davis and Newstrom 1997). Participation encourages employee motivation because the role toward organization objectives is comprehended. Job satisfaction and effective collaboration with administrator will increase, as well, because employees are less stressed, there are less struggle and more obligation to organization objectives and at last, the organizational modification is better acknowledged.**[13]**
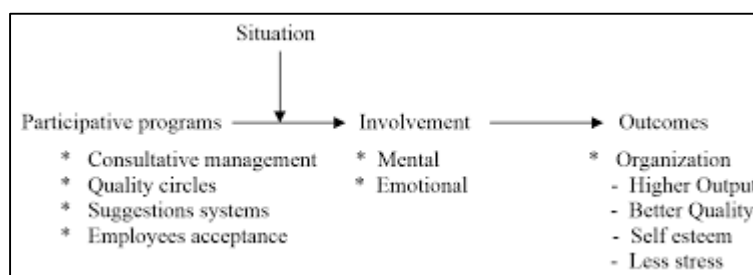

Fig. 4: Participation (Davis and Newstroom (1997))

2.3.5 Organizational Culture: According to the Cambridge dictionary, culture is defined as the way of life, especially the universal civilizations and opinions, of a particular group of individuals at a specific time. Organizational culture is defined by Needle (2004) as the performance or communication of humans within an organization. Many studies have related culture in the organization with many different organizational activities. This has been acknowledged that there is a relationship between the culture of organization & employee performance (Sheridan, 1992), decision making (Gamble & Gibson, 1999) and efficiency (Kopelman, Brief and Guzzo, 1990). Luthans (1998) identified that organizational culture has often time presented within the organization and it was not given importance needed in an organization. **[14]**

Hofstede model of organizational culture
This model shows culture as a programming of the mind which categories participants of the organization in different segments. Hofstede sectionalized culture into four different levels, which are symbols, heroes, rituals, and values. Hofstede puts his model in diagram form and known as onion diagram of organizational culture:
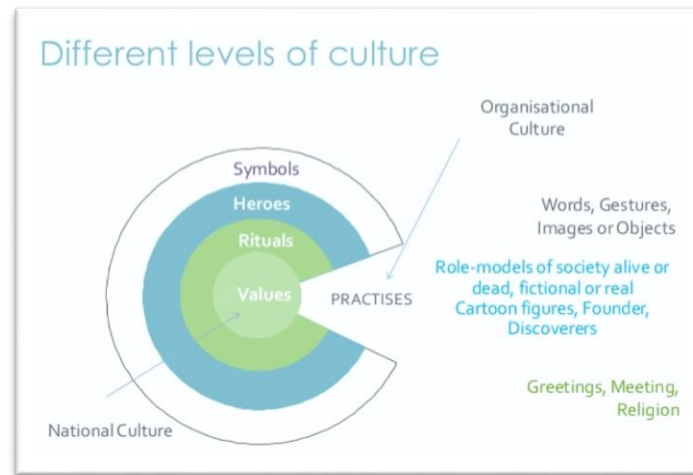

Fig. 5: Different levels of culture in working place

Referring to the diagram value views as the life of culture in the society, the value cannot organize without ethics and moral uniqueness aptitude of the employees to be inventive on the chore to be carried out and are able to find out if it matches both the employees and the employers. Ritual is the organization of accomplishments that make the employees come together for easy acquaintance and socialization as this improves the good relationship among the employees of an organization or institute. Heroes in the organization are defenders, they are always taking the awards and they can be designated as top highfliers. The hero always inspires others in the organization (Deal and Kennedy 1982). The symbol is mostly practiced in the organization which can be performed words gestures and objective that displays different things but has a connotation with the group of people or individual. **[14]**

2.4 Motivation
Motivation is the word inferred from the word 'motive' which means requirement, expectations, desires or wants within the persons. In the work goal conditions, the psychological factors motivating the people's behavior can be satisfied from a job, contribution, term work, the essentiality of money, reverence etc. Motivation fulfills an important part in the whole management system and this technique can be applied fruitfully to encourage workers to make positive benefaction for accomplishing organizational purposes. **[15]**

2.4.1 Different theories of motivation
McGregor's theory X and theory Y
In the 1960s, social psychologist Douglas McGregor developed two contrasting concepts that elucidate how managers' view about what motivates their employees can affect their management. He entitled these Theory X and Theory Y. These theories continue to be important even today.

Assumptions are:
- Theory X – In this theory, people dislike work, have little effort, and are reluctant to take responsibility. Managers with this assumption motivate their people using a strong "carrot and stick" steps-, which rewards good performance and punishes poor performance.
- Theory Y – In this theory, people are self-motivated and can enjoy the challenge of work. Managers with this assumption have a more cooperative concern with their people and motivate them by approving them to work on their own persuasive, giving them responsibility, and possessing them to make decisions. **[16]**

Table 2: *McGregor's theory X and theory Y* **[17]**

Reinforcement theory

BF Skinner and his associates proposed reinforcement theory of motivation. It argues that an individual's behavior is a function according to its consequences. It is based on "law of effect", i.e., individual's behavior with positive consequences tends to be repeated, but the individual's behavior with negative consequences tends not to be repeated.

Positive Reinforcement- This implies giving a positive response when an individual shows positive and required behavior. For example - Immediately praising an employee for coming early for the job. This will increase the probability of outstanding behavior occurring again. The reward is a positive reinforce, but not necessarily. If and only if the employees' behavior improves, the reward can say to be a positive reinforce. Positive reinforcement stimulates occurrence of a behavior. It must be noted that more spontaneous is the giving of reward, the greater reinforcement value it has. Negative Reinforcement implies rewarding an employee by removing negative/undesirable consequences. Both positive and negative reinforcement can be used for increasing desirable/required behavior. **[18]**
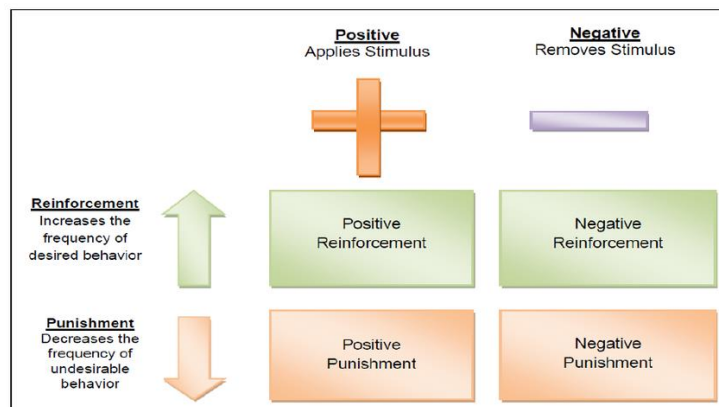

Fig. 6: Reinforcement theory

Equity Theory is based on the idea that individuals are motivated by fairness. In simple terms, equity theory states that if an individual identifies an inequity between themselves and a peer, they will adjust the work they do to make the situation fair in their eyes. As an example of equity theory, if an employee learns that a peer doing exactly the same job as them is earning more money, then they may choose to do less work, thus creating fairness in their eyes.

Essentially, what we are saying is that individuals will always adjust their inputs so that the equation is always in balance. So, if an individual believes their outputs are lower than their inputs relative to others around them they will become demotivated. Likewise, an individual may need to increase their inputs if their outputs are greater than those doing exactly the same job. Essentially, an individual within an organization will always try to keep fairness (equity) in balance: **[20]**
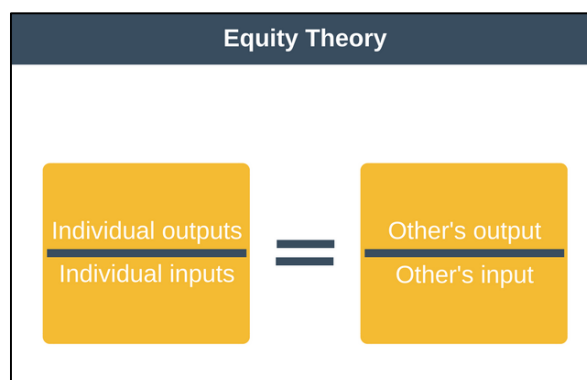

Fig. 7: Equity Theory

2.5 Working environment

The working environment involves two broader measurements such as work and environment. Work contains all the different appearances of the job like the way job is carried out and accomplished, concerning the tasks like task activities preparation, controlling on one's own job associated with activities, a sense of accomplishment from work, variability in tasks and the fundamental value for a task. [21]Many researchers defined the second dimension of job satisfaction known as context includes the physical working environments and the social working environments (Sousa-Poza & Sousa-Poza, 2000; Gazioglu & Tanselb, 2006; Skalli, Theodossiou, & Vasileiou, 2008). Spector (1997) found that most businesses pay no attention to the working environment within their organization causing an undesirable result on the performance of their employees. According to him, the working environment involves safety, job security, good relations with co-workers, acknowledgment for good performance, the inspiration for performing well and contribution in the judgment making procedure of the firm. He further explained that once workers understand that the organization considers them important, they would have a high level of commitment and a sense of proprietorship for their working place. Different factors within the working environment such as salaries, working hours, and self-sufficiency gave to employees, organizational arrangement and interaction between employees & management may influence job satisfaction (Lane, Esser, Holte, & Anne, 2010). Arnetz (1999) claim that in organizations mostly workers face difficulties with their manager who is not giving them the admiration they deserve. Supervisors also show strict behaviors to employees due to which they are not relaxed to share decent and inventive ideas with their bosses. Petterson (1998) debates that communication between employees within a business is essential for achieving the organizational objectives. If there is a conflict between co-workers then it is problematic to attain the goals of the organization. Based on the above argument, the objective of this paper is to conclude the relationship between the working environment and employee job satisfaction. [21]

Herzberg Two Factor Theory

Frederick Herzberg developed the Two Factor Theory in 1959 and this theory discussed the relation between workplace environment and employee performance. Herzberg described two sets of factors in determining employees' working approaches and levels of performance, known as motivation and hygiene factors (Robbins and Judge, 2007). He stated that motivation factors are essential factors that will raise the satisfaction of employees' job; while hygiene factors are extrinsic factors to prevent any employees' unhappiness. The theory pointed out that enlightening the environment in which the job is accomplished stimulates employees to execute better. [22]

Affective Events Theory

Howard M. Weiss and Russel Cropanzano developed the theory in 1996 (Phua, 2012). The Affective Events Theory enlightens the relationship between employees' internal effects and their reactions to incidences that take place in their work environment that influence their performance, organizational assurance, and job satisfaction. It recommends positive inducing with negative emotional incidents at work have an important psychological influence on employees' job satisfaction. [22]

2.6 Training

Effective training and improvement programs intended to develop the employees' performance. Training denotes to linking the gap between the current performance and the standard preferred performance. Training could be particular through different approaches such as on the instructing and mentoring, peers' collaboration and contribution by the assistants. [23] Training programs not only progress workers but also assist an organization to make the finest use of their humane resources in favor of acquiring economic improvement. Therefore, it appears compulsory by the firm to design for such a training curriculum for its employees to improve their capabilities and proficiencies that are needed at the workplace, (Jie and Roger, 2005). Moreover, it also empowers employees to contract with the customer in an operative manner and respond to their objections in a timely manner (Hollenbeck, Derue and Guzzo, 2004). Training improves self-efficacy and develops in superior performance on the job (Svenja, 2007), by substituting the traditional weak procedures by competent and effective work-related performs (Kathiravan, Devadason, and Zakkeer, 2006). Training denotes to a planned involvement intended at improving the fundamentals of individual job performance" (Chiaburu and Tekleab, 2005). The greater the gap between the skills essential and those controlled by the workforce, the higher the job displeasure of the employees. According to Rowden and Conine (2005), trained workers are more able to gratify the consumers and (Tsai et al., 2007), employees who acquire because of training program illustrates a greater level of job satisfaction along with superior performance. According to Leonard-Barton, (1992), an institute that contributes worth to knowledge as a foundation of achievement competitive edge than competitors, should build up an arrangement that guarantees constant learning and on the operative way of doing so is training. Kamoche and Mueller (1998) stated that training should lead to the culture of improving learning, to increase employee performance and eventually higher reappearance on investment (in training) for the organization. [23]

3. THE INSTRUMENT OF DATA COLLECTION

For this study's objective, the researcher selected some Questionnaire to gather documents – one of the most common data collection implements and Questionnaires are undoubtedly one of the main bases of finding data in any research attempt. However, the critical fact is that when scheming a questionnaire, the researcher should confirm that it is "effective, consistent and unequivocal" (Richards & Schmidt, 2002).

In this research paper, the researcher has used a sequence of queries that were filled by all participants in the sample designed to find out essential information through an online survey. As some people often hesitate to express their point of view, valuation, feelings, all of the respondents' names and information would be kept confidential. Thus, the respondents might feel free to give their information or thoughts fairly and the consistency of the data collected is increased. Questionnaire constructed by formulating closed ended so that there was a maximum boundary to recognize the consequence of leadership, administrative culture, working atmosphere, passion, and training on the performance of different types of employees.

3.1 Questionnaire design

The questions are planned to be clear and easy to catch up or understand. The questionnaires comprise objects to measure different types of the variable to study the effect of leadership, organizational culture, working atmosphere, inspiration and training on employee performance. The respondents provided necessary information according to considered questionnaire consisted of the following matters:

1. Leadership
2. Organizational Culture
3. Working Environment
4. Motivation
5. Training.

The questionnaire is included 28 questions and is in the English language. Age, gender, and job positions etc. are included in the questions.

3.2 About the Sample

3.2.1 Background information: Before examining data, the background information on the employees at a different level has been presented through a pie diagram. The population for this study comprised employees in different occupations and our total population is 100 employees. There are 28 questions and the researcher did the online survey method to the respondents. No questionnaire is unsatisfactory.

Gender

Gender often plays an important part in affecting employee performance, performance assessments, and associated with human resource decisions. (Sturman,2003). The effect of gender on different consequences is particularly significant in the work atmosphere (Nelson and Burke, 2002). When overseers and managers evaluate job performance, ratings of male and female workers may be affected by gender stereotyping directing to more negative evaluations of women's job-related accomplishments (Maurer and Taylor, 1994; Nieva and Gutek, 1989). Indeed current studies support the view that sex-role categorizes still occur in the workstation (Goldman et al.,2006) and that they are likely to be supplementary with men getting more favorable performance evaluations than women (Lyness and Heilman, 2006 and Watkins et al., (2006))**[24]**
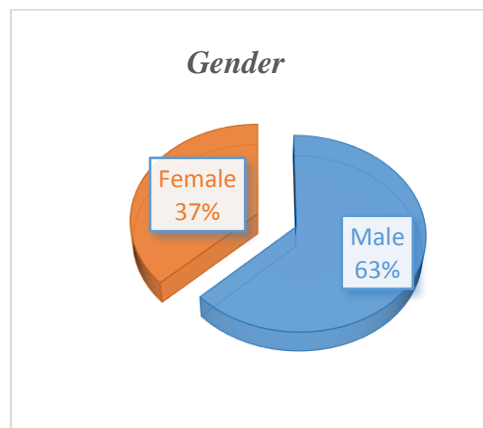

Fig. 8: Result of gender of participants

In this figure, we can see that most of the respondents are male (63).On the other hand, a number of female participants are 37.

Age

Age-related approaches (intergenerational collaboration and the observation of older employees' proficiencies) are significant factors influencing the apparent quality level of in-group cooperation. Both age-related viewpoints and relationship factors impact employee performance and job satisfaction.**[25]**
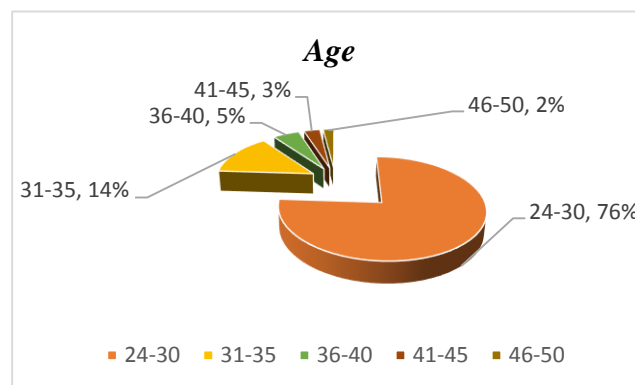

Fig. 9: Age of employees

As described in this figure, we can conclude that most of the employees from the survey are young and mostly in two groups from 24 to 30 years old (76 % of total population)and 31 to 35 years old(14% of total population). Within the sample, 5% of the total population is under 36 to 40 years old; followed by from 41 to 45 years old, with 3% of total respondents; followed by from 46 to 50 years old, with 2% of the total respondents.

Job Experience

Job experience is the time spent by a person to gain knowledge, abilities, and attitudes in accordance with the responsibilities allocated to him (Supono, 1996). Another view states that work experience is the time of a person carrying out the frequency and varieties of duty according to his capability (Syukur, 2001). An organization or company will have a tendency to select an experienced worker than the inexperienced and because workers are more experienced in performing duties at the same time provided the corporation can be done in accordance with the requirements of or demands for the company. Soekarno (1997) argued that the benefits of work experience are: *reliance* (get the confidence that better than anyone else in the implementation of their responsibilities), *authority* (the authority will be amplified so it can affect others to work in accordance with his/her requirements), *accomplishment of work* (it goes smoothly because the person already has some knowledge, skills, and approaches) and *earn revenue* (with the better work experience people will earn more income). **[26]**
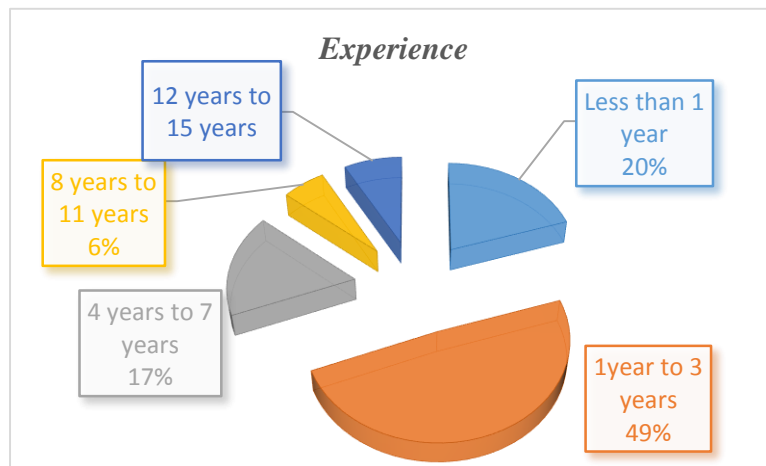

Fig. 10: Experience of employees

We can see from this table that about 49 % of the respondents have one year to three years working experience. There is 20% of total respondents who have less than one-year working experience, 17% respondents have four to seven years working experience, 6% of total has eight to eleven years working experience and 8% of total respondents has twelve to fifteen years working experience.

Job Satisfaction

Happiness is linked to efficiency. However, what does it mean to be "happy" in the place of work? In the book *The Truth About Employee Engagement,* Patrick Lencioni boils it down to want to consider like who you are matters (you want people to recognize your name) that you're involved in significant work and your work is having an impression and leading you and your association forward. Generally, there has been a strong relationship between wealth and happiness, but a recent study states this relationship may no longer hold, as people living in developing economies report just as high or higher levels of satisfaction than those living in wealthy nations. According to *the Harvard Business Review*, "close work companionships increase employee satisfaction by 50%." Moreover, "people with a best friend at work are seven times more to be expected to involve completely in their workplace." **[27]**Most organizations work hard to inspire workers' efficiency through training, having the essential resources available, performance measurement and encouragements. When all of those arrangements function, as they should, workers' feelings matter little to narrow task performance. **[28]**
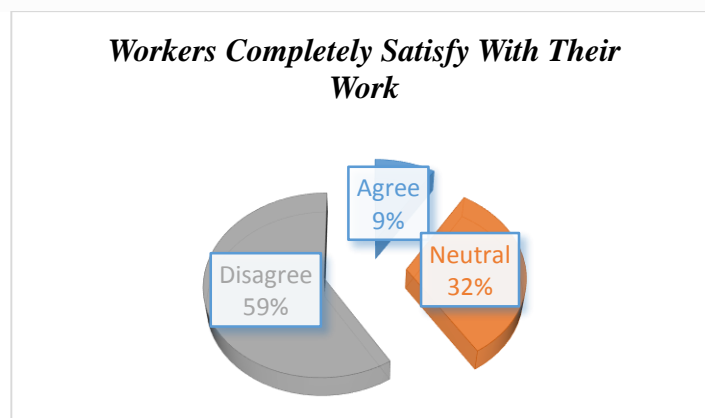

Fig. 11: Happiness with job

From the table, we can say that most of the respondents (59 %) disagree that they are completely happy with their job. Only 9% of total respondents agree that they are completely happy with their jobs. 32 % of the total respondents are neutral on this statement.
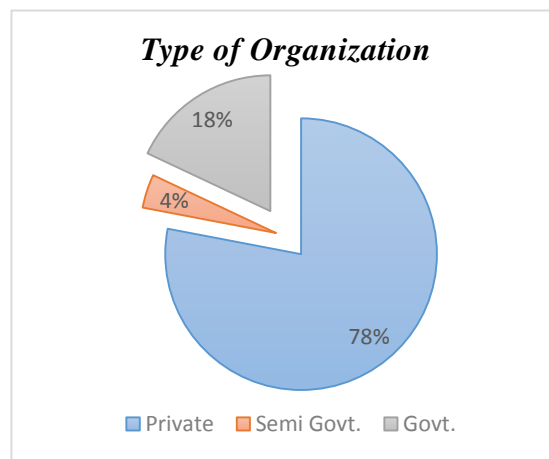
Types of Organization

Fig. 12: Organization

From the figure, we can say that about 78% of total respondents are working in private organization, 4% of respondents are in semi-government organization and 18% of respondents are in a government job.
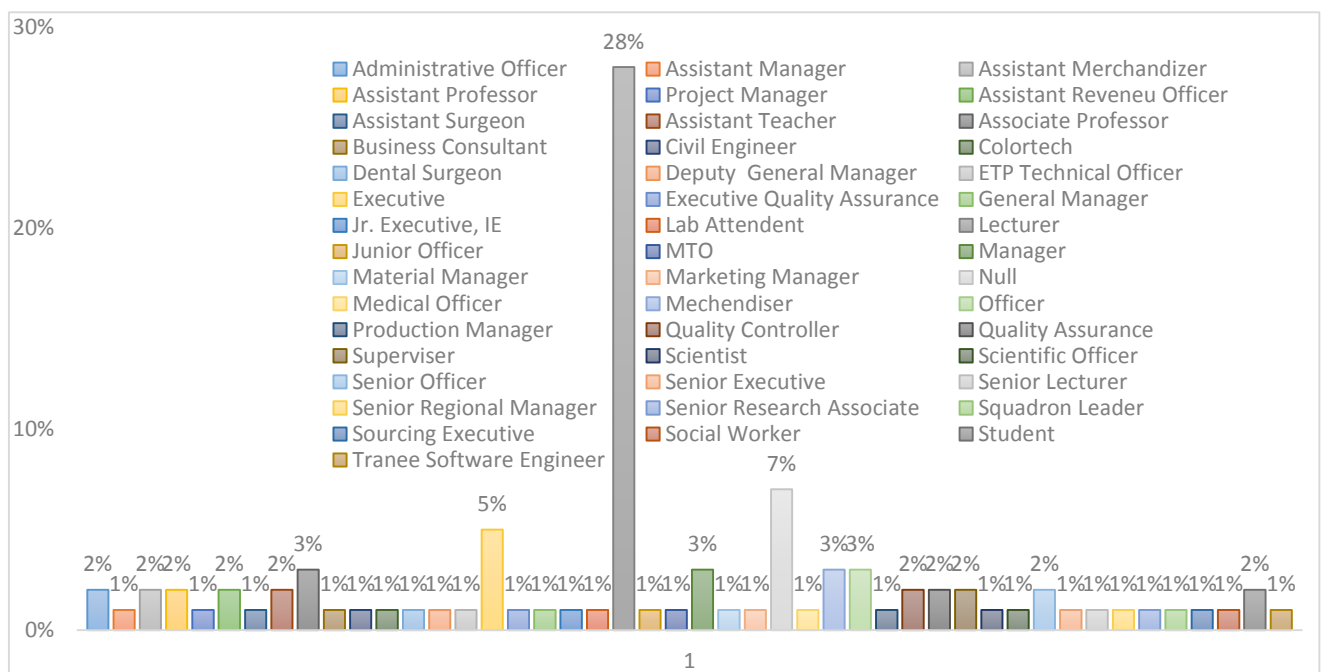

Fig. 13: Designation

Most of the respondents are Lecturer (28%).5% of them are executive. 7% respondents do not want to say about their designation, 3% of them are Material manager, 3% of them are officer, 3% of them are production manager, 3% associate professor, 2% of them are administrative officer, 2% of them assistant merchandiser, 2% of them are assistant professor, 2% of them are assistant revenue officer, 2% of them are quality controller, 2% of them are quality assurance, 2% of them are supervisor, 2% of them are senior officer, 2 % of them are students and rest of them are 1% of each designation.
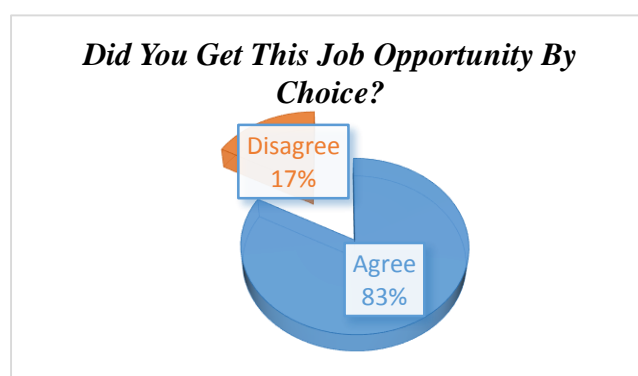
Job opportunity by choice

Fig. 14: Job opportunity for employees by choice

In this figure, we can see that there are 83% of respondents agree that they got their job opportunity by their own choice. 17% of the respondents disagree with this statement.

From all of the above figures, we can see that most of the respondents are in the group of 24 age years to 30 years old.

Healthy balance between work and personal life
Work-life balance includes juggling place of work stress with the daily pressures of family, friends, and self. According to a current *Business Information Review* publication, "The search for work-life balance is a procedure in which individuals search for changing things in accordance with modifications in their own significances, physical, mental or both, and these can be activated in their chance by factors such as age; alterations in working environments; the demands of new technology; and poor organization."**[29]**

In this busy world, giving importance between your work and your personal life can be a big challenge. However, studies show that a poor work-life balance can lead to unwholesome levels of pressure, melancholy and even decreased efficiency level. In fact, if employees are sacrificing too much of their time for the sake of their work, there will be increased stress, illnesses due to a debilitated immune system, or non-stop tiredness. But it does not mean that employees should stop working hard though. Many occupations require a lot of time and labor and sometimes-large amounts of downtime just are not possible if employees are strong-minded to do well. But it is all about the result that balance.**[30]**
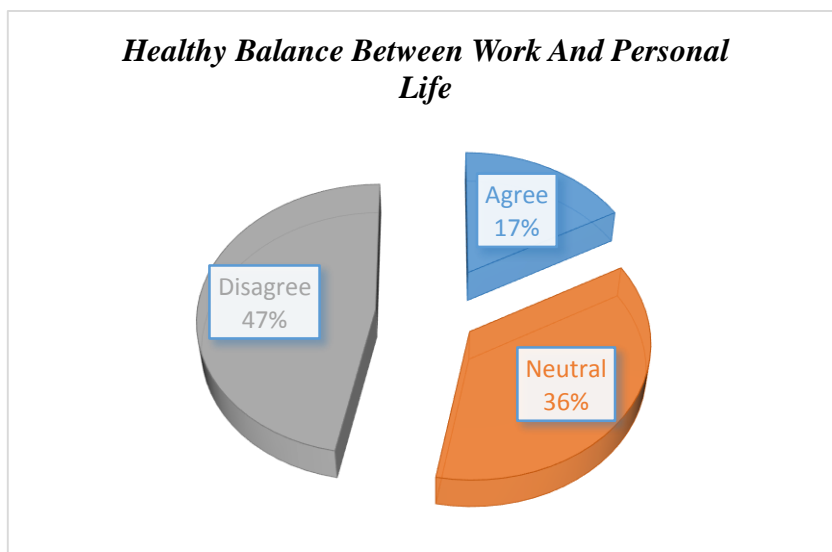

Fig. 15: Maintained of Healthy balance between work and personal life

47% of the total population disagrees that the employees can maintain a healthy balance between their work and their personal life. 36% of the respondents are neutral and 17 % agrees that they maintain a healthy balance between their work and their personal life. Most of the respondents got their job opportunity by their own choice and most of them are not completely happy with their working place. There are many reasons that can affect their performances in different types of situation.

3.2.2 The effect of leadership and employee's performance
Having respect workers' personal rights
Organization owners and directors can do much to give employees with admiration and increase efficiency. Some employees may desire closer observation, while others want more flexibility and inventiveness in performing their occupations. Managers must have morale high, mainly in economic recessions, when downsizings or firings may exert greater demands on the remaining workforces. **[31]**
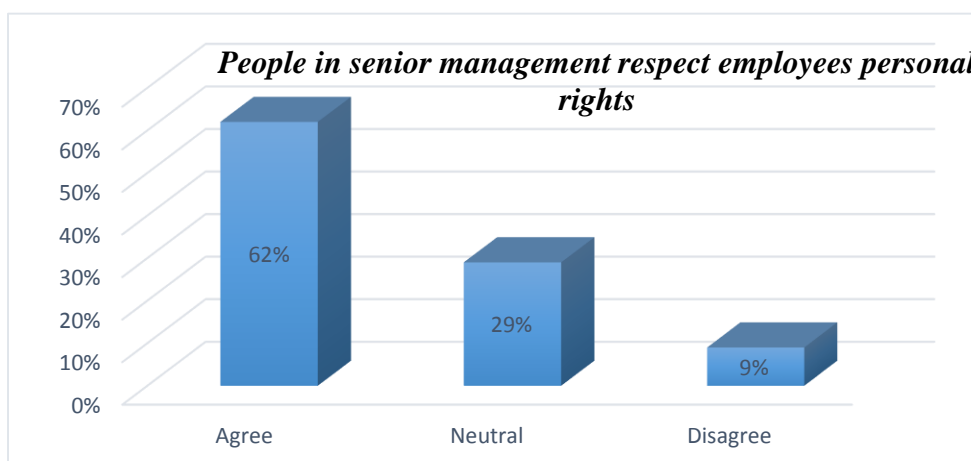

Fig. 16: Having respect workers' personal rights

From this figure, there are 62 % of the total who agree that people in senior management respect their personal rights. 9% of total disagree that people in senior management respect their personal rights. 29 % of the total respondents are neutral.

Unfair advantage

Many managers are short staffed and if they do not have the ability to bring on more employees, they are often enforced to drag more time from their direct reports. If employment is frequently infringing on employees' night-time and weekends, it is up to the employees to reclaim those times. **[32]**
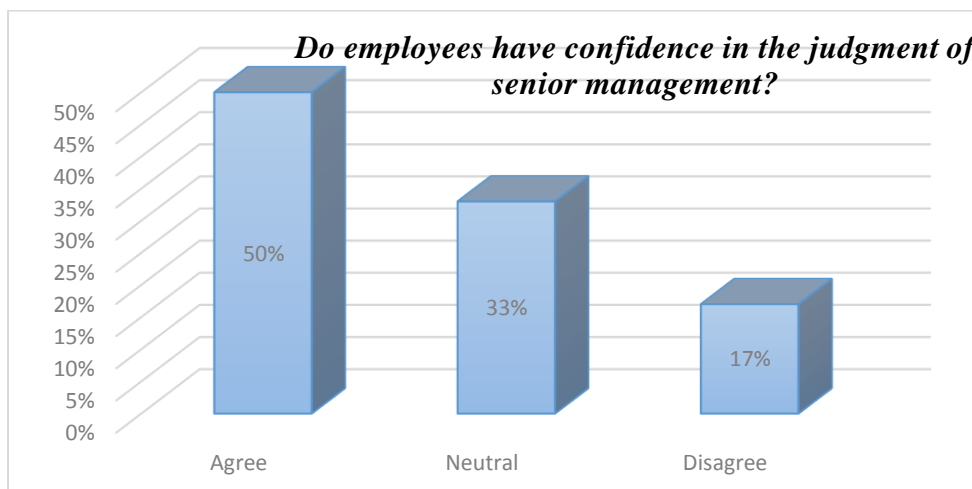

Fig. 17: Confidence in the judgment of senior management

In this figure, 17 % of total disagree that they do have confidence in the judgment of senior management. 50 % of the total respondents agree and 33 % of total respondents are neutral about the judgment of their senior management.
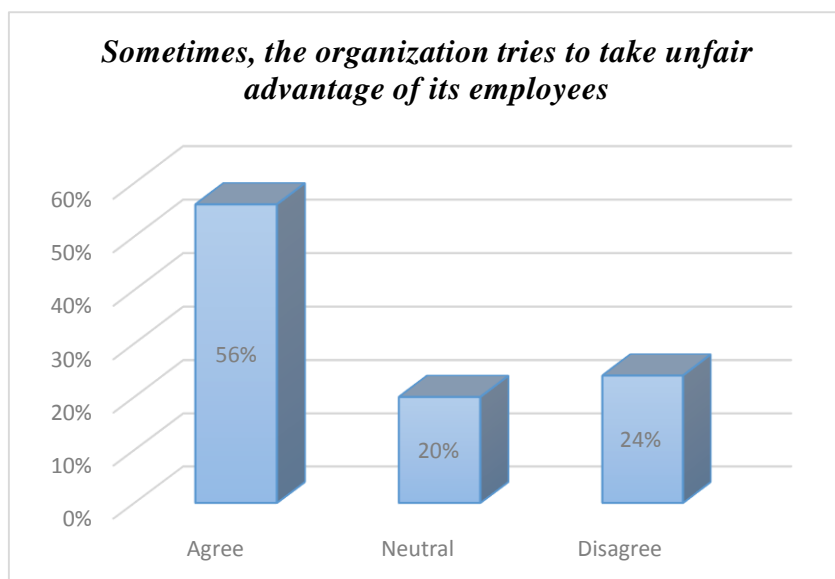
Taking Unfair Advantage of Employees

Fig. 18: Taking unfair advantage of employees

Most of the respondents 56 % of the total agree that their organizations try to take unfair advantages of their employee. On the other hand, 24% of total disagree with this statement. 20% of the total respondents are neutral.

3.2.3 The Effect of organizational culture and employees' performance
Friendly Relationship between higher Management authority and Employees
The relationship between bosses and employees places the overall nature of the workplace. A poor affiliation impedes the company's achievement by dragging morale down and restraining efficiency, while a good relationship raises a positive and well-designed work atmosphere.**[33]**

Fig. 19: Friendly relationship between higher management authority and employees

From this figure, 15% of the total response that there is a friendly relationship between higher Management authority and Employees, 38% of the total are neutral, 47% of total agree with this statement.

Opportunity for personal work in the working place
Employees attribute their observations of opportunities for growth and improvement to promotions, better pay, and development views. In other words, career development and advancements are what employees see as giving them progress and increase opportunities. Employees see job progression and promotion as most illustrative of the company's progress potentials. **[34]**
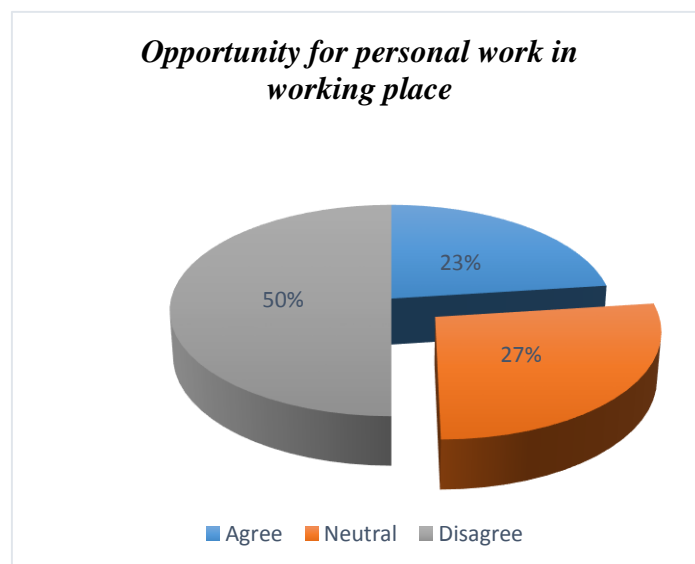

Fig. 20: Opportunity for personal work

We found that 50 % of total respondents disagree that they do get the opportunity for personal work. 23% of total respondents agree with the statement and 27% of total respondents want to have an improvement for the opportunity for personal work.
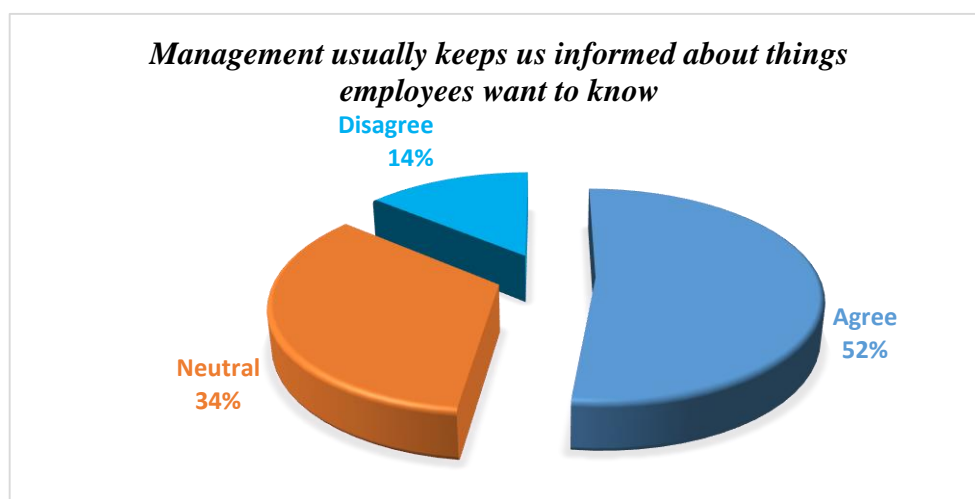
Information from Management

Fig. 21: Information from management

We get information from this figure that most of the respondents 52 % of the total agree that they get informed from their working management what they want to know. 14% of the total respondents disagree with this statement. On the other hand, 34 % of a total want to have improvement in the transformation of information where they are working.

3.2.4 The Effects of Motivation on employees' performance
Fair recognition from management
Workers not only desire good salary and reimbursements; they also want to be treated impartially, to make a significant involvement to the organization through their work, and to be appreciated and esteemed for their hard work. To show appreciation, many bosses implement ongoing acknowledgment curriculums designed to show gratitude employees for a variety of accomplishments. Among the most common programs are those that recognize, time of service, representative one-time achievement, remarkable presentation over a period of time, rewards range from modest spoken or written thank-you notes and "spot" bonuses of cash or gift cards to set products and gift credentials for sellers or restaurants. Organizations can even make available holiday packages for employees' special attainments. **[35]**
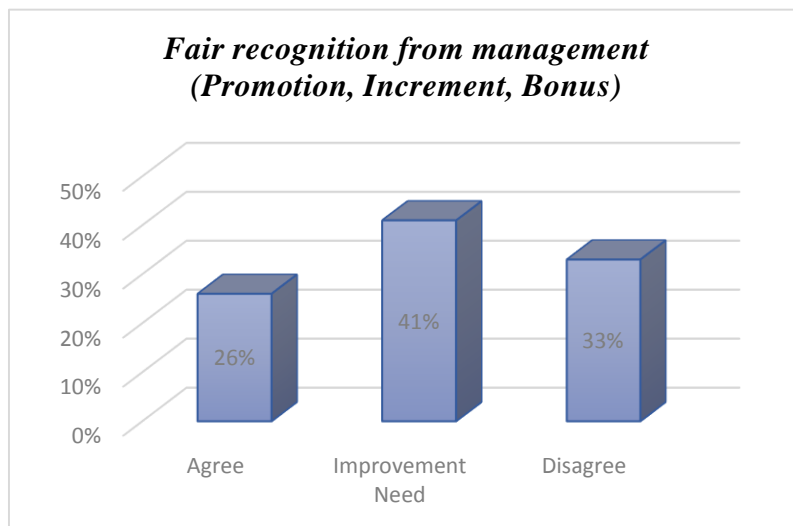

Fig. 22: Fair recognition from management

We can conclude from the figure that 33% of total respondents disagree with their fair recognition management. On the other hand, 41 % of total respondents want to have improvement in the statement. 26% of the total respondents agree with this.
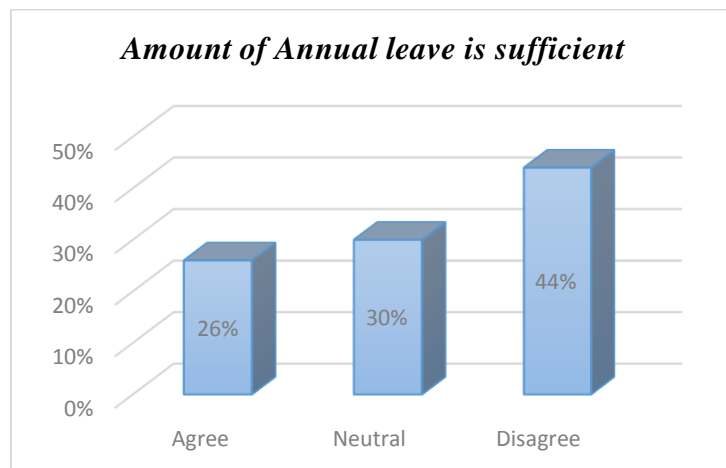
Sufficiency of annual leave

Fig. 23: Sufficiency of annual leave

From this figure, we can conclude that 44% of total respondents are dissatisfied with their annual leave. On the other hand, 26% of the total respondents agree with this statement. 30% of the total respondents are neutral.

Satisfaction of current salary
The study of employee happiness with salary and welfares is a part of the venerable awareness of psychologists. Hoppock's (1935) influential study of job happiness exposed that dissatisfaction with salaries was the most essential reason forward-thinking for intentional departure across a broad collection of professions.[36] Wage, payment or salary is measured an important reward to - inspire the workers and their behavior towards the objectives of the employer (Oshagbemi, 2000). All other social issues are significant for improving and to make job pleasing for employees are noteworthy but gratification from pay is necessary. **[37]**
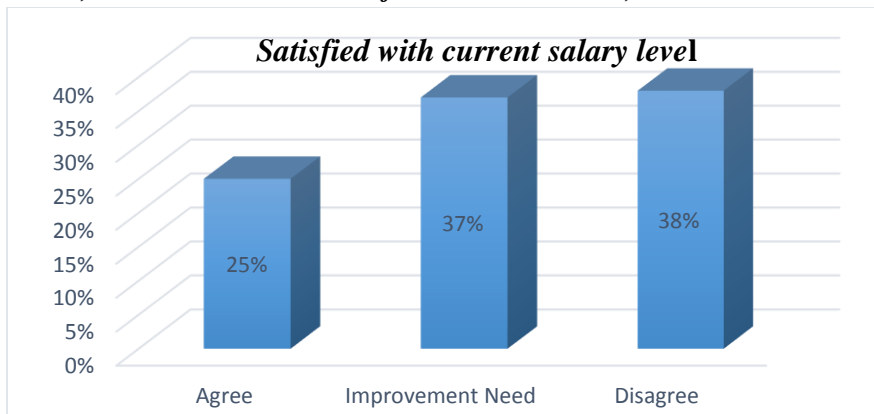
Figure 24: Satisfaction of current salary

We can see from the figure that 38% of total respondents are dissatisfied with their current salary level. 37% of total respondents want to have improvement in their salary level. 25% of the total respondents agree with this statement.

3.2.5 Effect of working environment on employees' performance
Flexibility working hours in working place
Advantages for employers and employees occur when the employer permits employees to work flexible programs. Whether the flexible work timetable includes reducing workdays, malleable daily hours, or teleworking, challenges are for the employer and the employee. With flexible work schedules, employees experience these reimbursements: mobility, personal responsibilities, concentrated consumption of employee altering time and fuel costs, eludes traffic and the stresses of commuting during rush hours, agrees people work when they accomplish most, feel renewed, and enjoy working. **[38]**
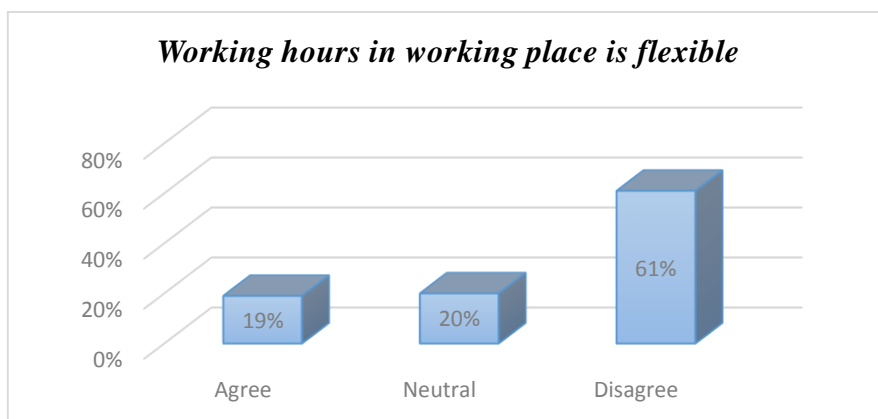

Fig. 25: Flexibility working hours in working place

We found that most of the respondents are unhappy with their working hour in their working place. There is 61 % of the total population who have to disagree with their flexibility of their working hour.20% respondents of the total population want to have improved and 19% respondents of the total are satisfied with their working place.

Adequate transport facilities
Every worker has been through that annoying day where all goes wrong from the punch-in time to the punch-out time. By the time when you are about to leave you will feel that u were in the midst of a battle. This is the exact feeling when a worker is caught in between the hustle of a bad transportation in the morning. Employees who have been through bad transportation in a long run will suffer from, high blood sugar, high cholesterol level, high depression risk, anxiety attack, high blood pressure, back pain, shorter sleep time. These will affect the employee's performance in an organization. **[39]**
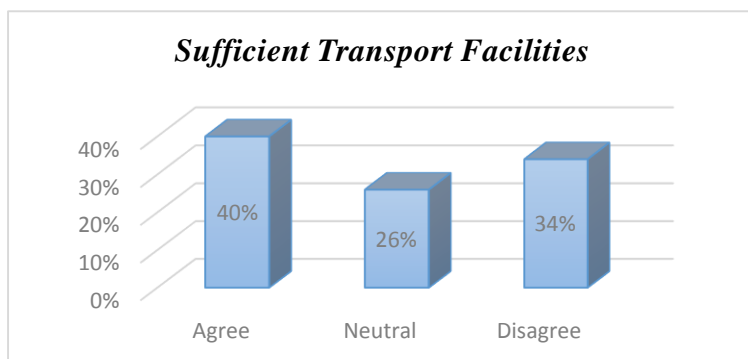

Fig. 26: Adequate transport facilities

We can say from the figure that 40 % of total respondents have agreed that they have adequate transport facilities. 34 % of total respondents have disagreed with the statement. 26% of the total respondents are neutral.
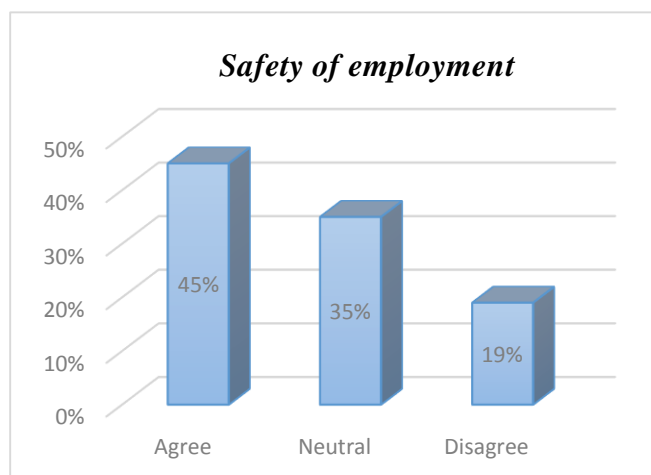
Security of employment

Fig. 27: Security of employment

From the figure, we can conclude that 45% of total respondents have agreed on their employment security. 35% of total respondents want to improve their security of employment. 19% of total respondents have disagreed about the statement.

Wasted time in working place due to poor planning
The easiest thing is that any bosses can blame their workers for deteriorating time at work through poor time management that consequences in quality slips and missed deadlines. It indicates poor customer service, worried internal relationships and eventually, loss of organization. The leader needs to identify how to set and interconnect representative performance prospects for what requirements to be completed. Once set and interconnected, the leader must follow through and hold the team responsible for meeting those prospects. If employees identify that their performance is being assessed accurately, regularly and in a positive way, they are less expected to wander off and waste time. **[40]**
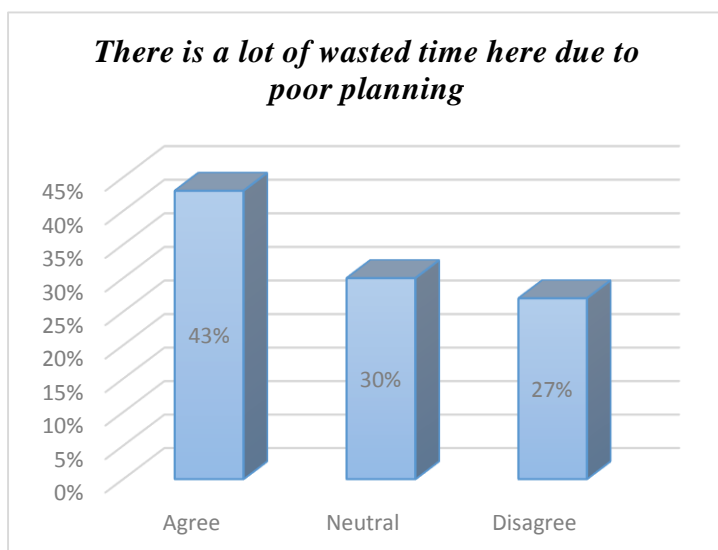

Figure 28: Wasted time in working place due to poor planning

From the figure, we get that 43 % of the total respondents agree that there is a lot of wasted time in their working place due to poor planning. 30% of the total respondents want to have improvement and 27 % of the total respondents disagree with the statement.

The action was taken against Bullying or Harassment
Workplace harassment has harmful effects on employees, not just the victim and their co-workers who bystander it. In addition to troublesome the work atmosphere and impacting worker morale, it can also: diminish efficiency, generate an unfriendly work situation, encourage absenteeism. Other costly effects on the employees contain increased use of sick leave, health care entitlements and staff turnover, destruction of employee faithfulness and obligation, additional costs to hire and train new employees, poor public image and negative publicity.**[41]**
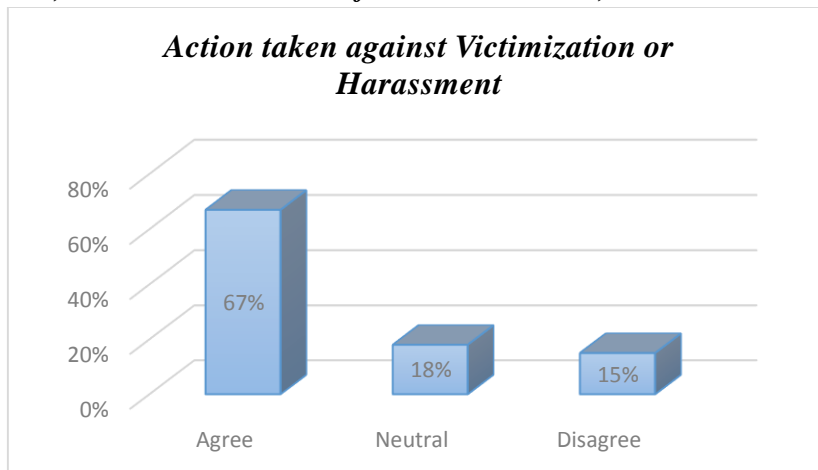
Fig. 29: Action taken against bullying or harassment

From the table, we can see that 67% of total respondents are happy with the action taken against Bullying or Harassment in their working place. 15% of total respondents disagree with this statement. 18% of the total respondents are neutral.

Access to using the material resource

In the areas of human resource management, the effect of human resource management strategies and performs on the administrative Enactment is the essential theme. Organizations can expand and improve the quality of the workforce by providing instruction and encouraging inclusive. Hence, knowledge organization indicates to invest in people, because people are actually valuable human capital that has different abilities and generates added assessment for the organization. **[42]**
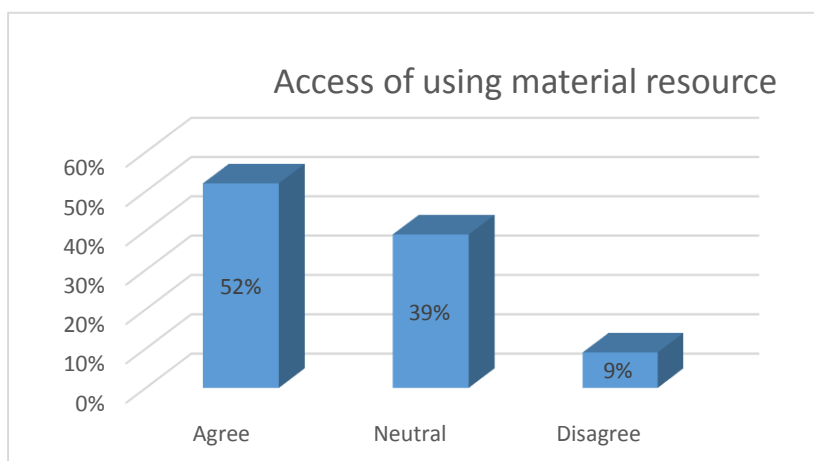

Fig. 30: Access to the material resources employees need to do your work properly (equipment, supplies, etc.)

From the figure, 52% of total respondents agree that they have accessed to the material resources, they need to do their work properly. 39 % of total respondents want to improve the access to use of the working material resources. 9% of the total respondents disagree.

Sufficient medical facilities in working place

The place of work should organize a work-related security and healthiness policy as a portion of the preparation of the Safety Statement obligatory by Section 20 of the Safety, Health, and Welfare at Work Act 2005. Operative security and health policies should set a flawless objective for the organization to follow. They will give to all features of business performance as part of an obvious obligation to constant development. Accountabilities to people and the working environment will be met in a way that accomplishes the soul and letter of the law**. [43]**
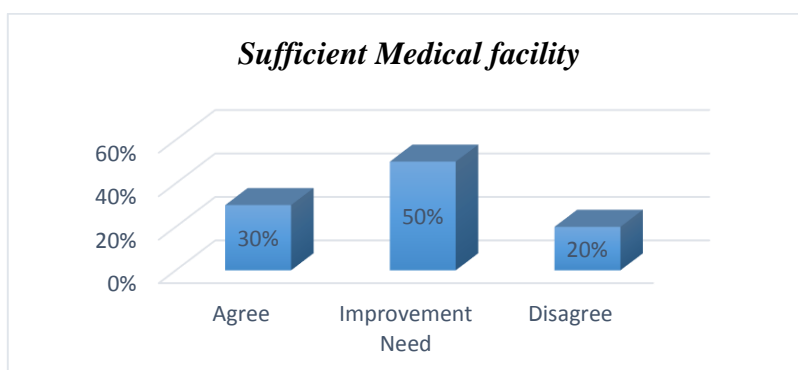

Fig. 31: Medical facility

50% of total respondents want to have improvement of medical facilities in their working place.20% of total respondents disagree that they do have a better medical facility in their working place. 30% of the total respondents agree with this statement.

3.2.6) Effect of training and employee's performance
Training for personal development
In order to inspire staffs to undertake learning and development doings, many organizations have been executing personal development strategies, a strategic growth instrument used by Human Resource sectors to motivate employee official (e.g. training) and casual (e.g. reading a book, peer feedback deliberations) learning, which in turn is supposed to increase work-related knowledge-progression and performance.**[44]**
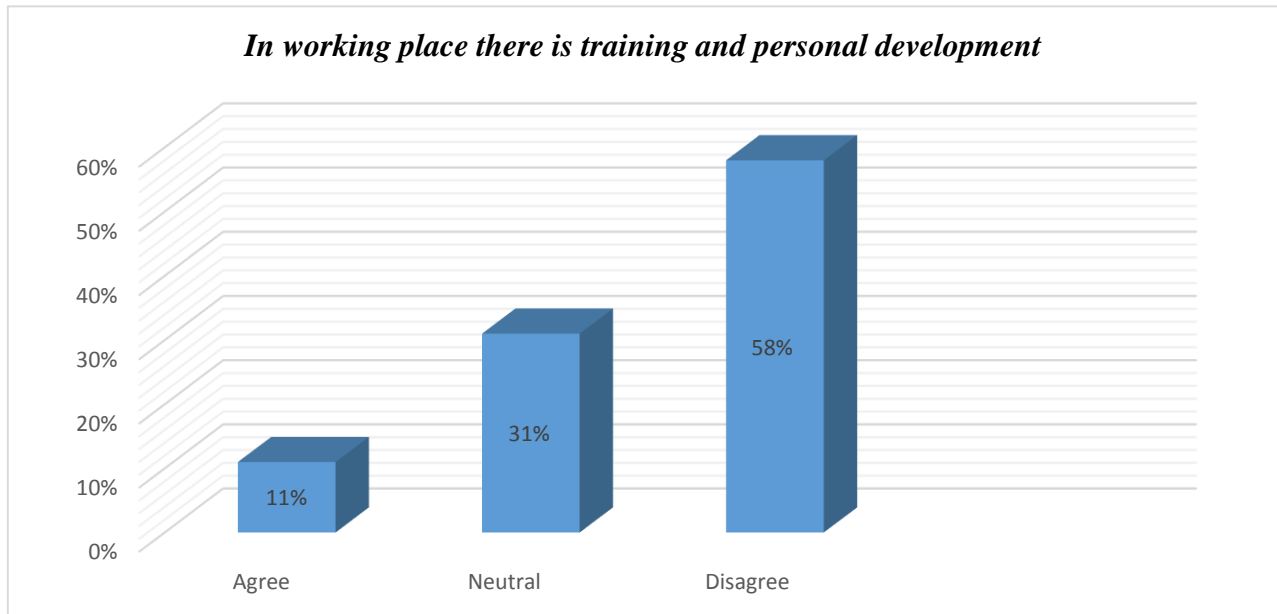

Fig. 32: Training for personal development

From this figure, we can say that 58% of total disagree that in their working place, they do have a training program and personal development. Besides, 11% of total respondents agree to have a training program and personal development in their working place. 31 % of the total respondents have a neutral reaction to this statement.

4. SUMMARY AND FINDINGS OF THE STUDY
- From the data analysis above, we find that there are two parts to data analysis; the first part yielded the background data of the respondents and the second part showed a statement about their response are shown in the form of percentage under each section which are leadership, organizational culture, working environment, motivation, and training.
- From the leadership factor, we can say that 62% of the respondents think that their senior management respect their personal rights and 50 % of them have confidence in the judgment of their seniors. On the other hand, 56% of the respondents agree that sometimes in different situation senior management takes unfair advantage of employees. Maybe this is one of the reasons that they are not completely happy with their (employees) job.
- From the organizational culture factor, we found that 47% of total think that they have a friendly feeling with their manager. Besides, 50% of the respondents think that they do not get enough time for personal work on their working place and it can affect their performance. On the other hand, 52% of respondents agree that their managers inform them what they want to know.
- From the training factor, 58% of the respondents think that they do not get enough place and time for training and personal development. This can affect their performance and this can be the reason for the dissatisfaction of their job.
- From the motivation factor effect, we found 41% of the respondents think about the improvement of fair recognition from their management and 33% of total think that they do not get fair recognition from management about their promotion, increment, and bonus. Besides, 44% of the respondents disagree that they get annual leave (casual leave, medical leave, earned leave, half day leave, etc.) sufficiently. On the other hand, 38% of the total respondents are not satisfied with their monthly income. These are another reasons that they are not completely satisfied with their job.
- From the working environment factor, we found that 61% of total disagree that their working hour is flexible in their working place. This may affect their healthy balance life between work and personal life. 40% of the total agree that they get adequate transport facilities in their working place. 45% of total agree that they get the security of their job and 67% of total agree that they get action from the authority in the time of mistreatment or harassment in their working place. 52% of total agree that they Access to the material resources that they need to do their work properly. Besides, 43 % of the total respondents agree that there is a lot of wasted time in their working place due to poor planning. On the other hand, 50% of total respondents think that there should be improved of medical facilities in their working place. Every employee should get proper medical facilities in their working place, if anyone gets hurt or injured in working place, employees will go for their working place medical service at the primary stage. So the medical facility is a very important factor.
- From the training factor, 58% of total disagree that they have training and personal development in their working place. They have training facilities which may not develop their personal efficiency/skill. As that candidate improves into an employee, training skills become important in determining his/her ability to perform his /her job.

5. RECOMMENDATION

As the findings of the study have shown that five related factors are important variables that have a positive relationship on job performance, a few recommendations are made in order to develop the performance of both the organization and the employee.

- The organization should inspire senior members to share their job-related information to new ones through several actions such as holding an occurrence in which employees can share their work involvements. This will develop knowledge, skills, and increase employees' experiences that can be applied to the procedures in order to boost operational efficacy. The organization should also emphasize on employees self-development by allowing all staff members to know how to have job opportunities and developments so that they will recognize how they can be encouraged or switched to other jobs, and what well-being or payments they will have from a certain job. The organization should inspire its staff members to attend seminars or training workshops to acquire updated information or understandings that can be operated to their jobs. **[45]**
- The organization should take suitable steps for granting better office building and sufficient drugs and equipment. This will affect increasing in output and exceptional improvement in employees' performance. **[46]**
- As employees spend a large portion of their time in their working place, the practices in the workplace can influence their approaches and eventually their performance. Therefore, administrations have to make a happy working environment so that employees enjoy their time and like to occupy as much as they can in the workplace. This practice will increase employee maintenance and faithfulness to the organization and decrease their absenteeism. One of the most important indicators of the job satisfaction of employees is the financial benefits like basic salary, compensations, and rewards that they acquire from the organization. **[47]**
- Relaxation time, break time, well-furnished atmosphere, job rearrangement among others will go a long way in serving to assuage pressure in the work surroundings.**[48]**

6. CONCLUSION

Nowadays in a competitive market, employee performance is one of the most significant issues affecting the overall organization performance and the achievement of the organization. The main determination of this study is to analyze the factors affecting employee performance in different fields of work in Bangladesh. Through the data analysis mentioned in the above, we can clearly come to the decision that the factors taken into account during the survey (leadership, organizational culture, motivation, working environment, training) realistically dominates employees' will to perform and achieve aims of the particular organization. Many employees are not completely satisfied with their present job and cannot maintain a healthy balance between their life and work for many reasons like: sometimes in different situation senior management takes unfair advantage of employees, they have training facilities but these may not improve their personal efficiency/skill, in some working place, they do not get enough time for personal work on their working place, sometimes there is wastage of time in their working place due to poor planning. If the authority of an organization looks after these matters, the performance of employees would be greater than before. **[49]**

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