

MAXIMIZING EMPLOYEES' PERFORMANCE

Aqal Amin Khattak¹
Asia Durani²

Abstract

Performance is an action, function and behaves for completion an activity by someone. Performance is not only to do job but how to do job. All organizations try to make efforts to get good image among the competitors in this global competitive age. Organizations top managers are active towards dynamic environment for the organizations long run survival. Organizations are using different kinds of strategies, skills, means and training programs to make their employees productive to achieve their goals. The best and successful organizations are those where Top management always in struggle to find such kind of skills, means, training and developing programs, which are the best to all organizations on the bases of current research which satisfy the needs, desires and expectations of their employees, that improve the performance of employees, through which they can achieve the organizations goals effectively and efficiently.

[**Keywords:** commitment, procedural justice, training and development. Maximizing performance].

Productivity of organizations is directly related to their employees' productivity. Organizations grow and develop when they facilitate their employees for good performance. Performance is an action, function and behaves for completion an activity by someone. Performance is not only to do job but how to do job. The organizations commitment satisfies the

¹ MS. Scholar, Department of Management Sciences, Abasyn University, Peshawar

² . Lecturer in Department of Management Sciences, Islamia College University, Peshawar

employees towards their job security & competitive salary. Organizations follow procedural justice; equity & equal opportunity and also arrange training and development programs; related skills to job & rewards to fulfill the needs and requirements of the employees, which improve the performance of them. Organizations take care of their employees, for the survival of the organizations for long time. The organizations select the employees who are fit to the job and fit to the environment. They improve their performance and develop the organization. Lee,(2010). Solution of the problem needs proper fair process that specifies the accountability which is reasonable. Daniel,(2008). An individual will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to those around him. Equity means if employee has more contribution to work than other workers must be rewarded more than other, by this way he gets satisfaction. If all workers do same job with the same contribution but more reward is given to one of them, the others get dissatisfaction because all did the job with same contribution but reward is for one. The greater the inequities, the more dissatisfaction of the people, the more they feel the more they try to restore equity. (Walster, Traupmann and Walster, 1978) Employees look equity between the inputs to a job and receiving outcomes against the perceived inputs and outcomes of others (Adams, 1965). That organization is successful which consider its employees as part of organization, recognize, respect and develop them. It can maximize their employees' performance through proper commitment with employees; procedural justice and training and development programs. The employees achieve the goals of organizations in response of positive support. An organization can maximize the performance of employees when it provides the skill and

training to them, which needed the job. Bokler,(2005). Organization fulfills the demanded skills of employees, which bring positive effect on the performance of employees. Kaiser,(2004). Organization and employees can achieve their goals and benefits when they make commitment. There is no acceptance of excuse when commitment is made. Schulze,(2004). We can get accurate result when we use proper procedure process according to the commitment. Bone, (2003).They also accept commitment; do job fairly with the best efforts. But when the organizations not able to provide the required or necessary elements to their employees for maximizing the performance of them, which made unsatisfied the employees, then they take less interest in their jobs and try to leave the organizations on getting opportunity in other organizations. When employees are satisfied, they will definitely motivate themselves and improve their performance well. If they are unsatisfied, they will definitely affect their work. Baloch, (2008). The higher the satisfaction of employee the more satisfied his/her work. Varkey,(2008). Satisfaction improves the performance of employees. Mohr et al (2011). Satisfaction improves the performance of employees. Mohr et al (2011).

There is need of commitment with employees, fair procedural justice, and training and development programs for maximizing the performance of employees for achieving the organization's goals. The objectives of this research are:

- To identify those factors of commitment which increase the employees' performance?
- To identify factors of procedural justice which satisfy the employees for good performance?

- To identify the trainings and development programs those motivate the employees for good performance.

LIERATURE REVIEW: Performance program inspires discipline and commitment which develop both employees and organization. Doukas,(2011). Identify the capabilities and efforts of employees which construct and develop the organization. Voise, (2010). When organization selects the employees who are fit to the job and fit to the environment, they improve their performance and develop the organization. Lee,(2010). High commitment means high performance management in response Lagac, (2009). Professionals appreciate the importance of Compensation of pay communication as a mean relation with pay programs as a business strategy and interest of employees' understanding that how they were paid. Shields, et al (2009).

When employees are satisfied, they will definitely motivate themselves and improve their performance well. If they are unsatisfied, they will definitely affect their work. Baloch,(2008). The higher the satisfaction of employee the more satisfied his/her work. Varkey,(2008). Solution to the problem needs proper fair process that specifies the accountability which is reasonable. Daniel,(2008). Organizational Justice is an Antecedent of Job Performance. Khuan, (2007). Formal and informal trainings are necessary for developing their employees' performance. Jayawarn,(2007). Rewards are given to the employees according to the Works and Needs to be improved. Scott el at (2007). It is important to support individual according to his/her attitude which gives competence them in achieving their task or goals of the organization. Green,(2006). An organization can maximize the performance of employees when it provides the skill and training to

them, which needed the job. Bokler,(2005). Organization fulfills the demanded skills of employees, which bring positive effect on the performance of employees. Kaiser,(2004). Organization and employees can achieve their goals and benefits when they make commitment. There is no acceptance of excuse when commitment is made. Schulze,(2004). We can get accurate result when we use proper procedure process according to the commitment. Bone, (2003). Satisfaction improves the performance of employees. Mohr et al (2011). The greater the inequities, the more dissatisfaction of the people, the more they feel the more they try to restore equity. (Walster, Traupmann and Walster, 1978). Employees look equity between the inputs to a job and receiving outcomes against the perceived inputs and outcomes of others (Adams, 1965).

THEORITICAL FRAME WORK

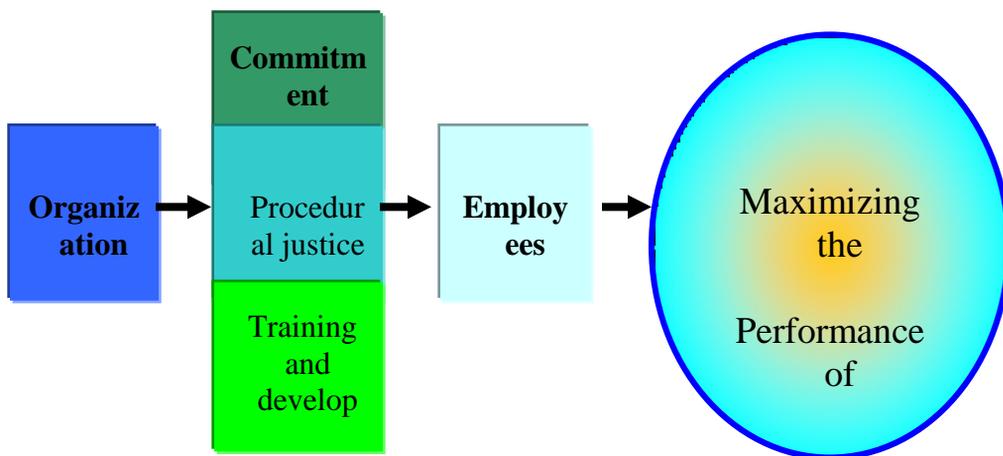


Figure 1.1

For the research different theories were studied. The best theories I selected for my research are: Victor Vroom Expectancy theory (1932),

and Maslow hierarchy of needs theory (1943) which have close relation to my selected area for research. I got help from them to develop conceptual frame work in which commitment; job security and competitive salary, procedural justice; equity and equal opportunity training and development; related skills to job and rewards are the independent variables and improving/maximizing the performance of employees is dependable. I have developed the hypothesis through which I proved the positive and close correlation between independent and dependent variables. I tried to clear my conceptual ideas through diagrams and discussed them in easy words for easy understanding to the readers.

METHODOLOGY: There are different kinds of tools used for collecting data for research. One of them is Likert five points scale which is the most suitable for receiving data for my research, through it I will be able to identify clearly the relation of independent variables; commitment; job security and competitive salary, procedural justice; equity and equal opportunity, training and development programs related skills to job and rewards with dependent variables performance. I have taken sample of 80 respondents from public and private organizations which are six in number. I divided questionnaire among them. I received 60 respondents in return out of 80, which provided me the best answer for understanding my problem. SPSS-19 was used for descriptive and correlation analyses which showed positive relation between independent and depended variables.

Findings:

Number of Respondents: 80

Response Received: 60

Response Rate: 75

Hypothesis 1- Commitment increases the performance of employees.

Commitment: Commitment is willing-ness of individual to do something, following the principles, values for directions to achieve the goals or to reach the destination. Commitment clears the goals between an organization and employees. It provides perfect results. Organization and employees can achieve their goals and benefits when they make commitment. There is no acceptance of excuse when commitment is made. Schulze,(2004).

We can get accurate result when we use proper procedure process according to the commitment. Bone, (2003).

Organizations give the benefit to their employees when they complete their task perfectly according to their commitment; Job security and competitive salary to employee through which they get satisfaction, and take interest to do their job with great hardworking to improve their performance and achieve the organizational goals. They consider themselves a part of organizations because the organizations give them benefit. They develop the organizations through their commitment. If both Organization and employees maintain the commitment then they get success in their goals and benefits.

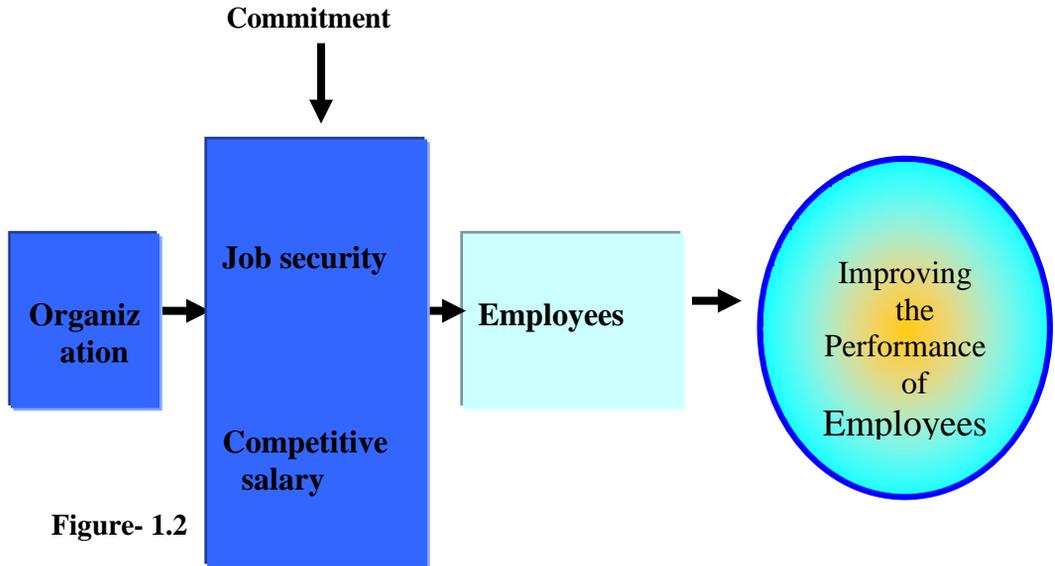


Figure- 1.2

Hypothesis 2- Procedural justice satisfies the employees for improving performance.

Procedural justice

Organizations provide such kind of skills or means to employees through fair justice; equity and equal opportunity which improve the performance of employees for achieving the target perfectly. We can get accurate result when we use proper procedure process according to the commitment. Bone, (2003). Commitment between an organization and employees need proper procedural process for accomplish the work. Employees need to get benefits against completing their tasks and organization wants to achieve its goals perfectly when they use fair process with justice. It means improving the performance of employees is dependent on fair procedural justice of the organization, and improving the performance of organization is dependent on the employees' fairness and honesty with their jobs. So both organization and employees fulfill their responsibilities with guarantee in procedural

justice and getting success in their goals and benefits. An individual will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to those around him. Equity means if employee has more contribution to work than other workers must be rewarded more than other, by this way he gets satisfaction. If all workers do same job with the same contribution but more reward is given to one of them, the others get dissatisfaction because all did the job with same contribution but reward is for one. Equal opportunity means an equal chance of participation in any activity, public or private, where there is any opportunity of participation. Equal opportunity to the employee motivates him/her for improving his/her performance

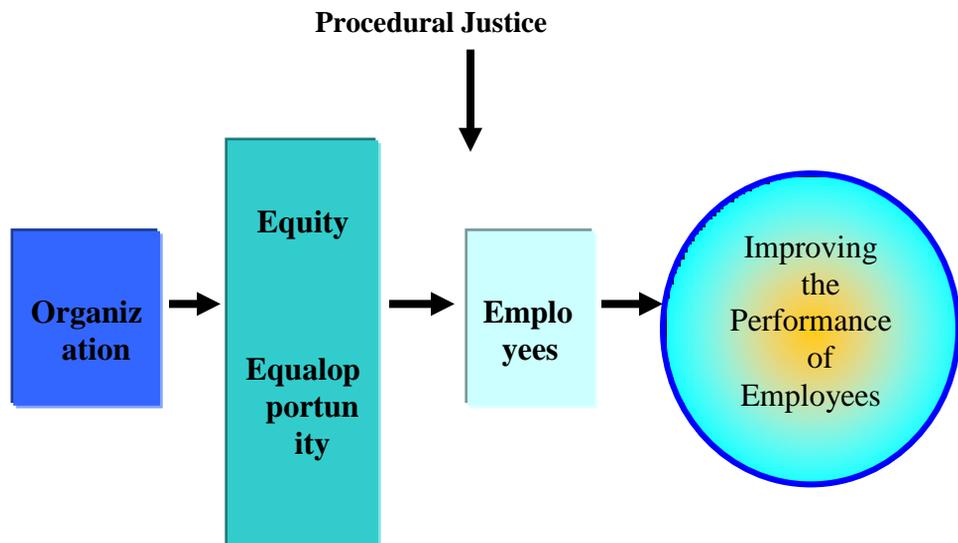


Figure-1.3

Hypothesis 3- Training and development programs motivate the employees to perform well.

TRAINING AND DEVELOPMENT

Training is the basic element of organizations for developing employees. Employees Join Organizations to fulfill their needs and benefits through services and efforts. They need knowledge at the beginning to understand the policies, strategy, procedure and work activities of the organizations. The organizations arrange different kinds of informative and training programs for employees to complete the objectives for achieving their goals. The organizations develop the employees through training to make them able to understand the activity's requirements and techniques. So the Organizations provide the required Skill/knowledge to their employees. The employees get this knowledge/skill, which make them able to perform well, and achieve the organization's goals. When the organizations develop the employees, they also develops themselves, because when employees perform well, the organizations get good image in the mind of the people, among the competitors, which shows good performance of organization also. The organization provides the resources and other required knowledge, which can develop the employees, and the employees become able to improve their performance by using these resources and the knowledge. The more develop the employees the more develop the organizations, which is the distinction of the value-based organizations for achieving goals, and benefits of the employees. Organization fulfills the demanded skills of employees, which bring positive effect on the performance of employees. Kaiser,(2004). It is important to support individual according to his/her attitude which gives competence them in achieving their task or goals of the organization. Green,(2006). An organization can maximize the performance of employees when it provides the skill and training to

them, which needed the job. Bokler,(2005). Rewarding has also great impact upon the employees' development. When someone do good job or bring change through his creative idea and hard working, receives reward that develop him for positive behavior and hard working.

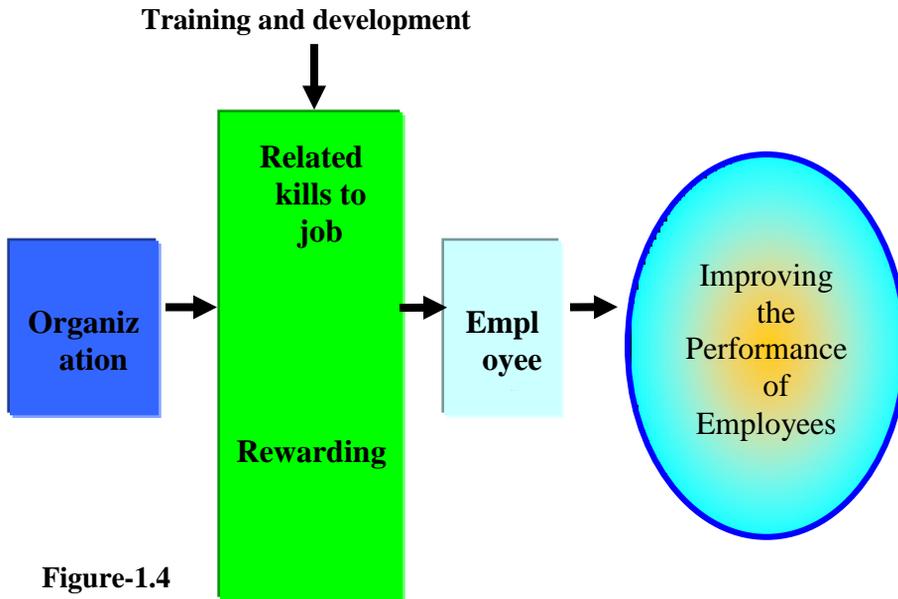


Figure-1.4

DISCUSSION

In introduction I have stated the problem of my research. The problem of organizations growing and developing is only possible when it considers the employees as part of its organization. They remove hygienic factors, and support their employees. Therefore their productivity increased and they survive for long time. They just not want to get profit but also to recognize, respect the employees and fulfill the needs and requirements of them through commitment; job security & competitive salary, follow proper procedural justice; equity & equal

opportunity, arrange training and developing programs; related skills to job & rewards to them, which maximize the performance of their employees. I developed objectives which made my research easy for completion. I got information from the previous work through literature review. I also stated the conceptual frame work with the help of pervious theoretical frame work of Vroom's Expectation theory and Maslow Theory. I have developed hypothesis which I explained in easy words and with diagrams for easy understanding to the readers. I have used SPSS-19 for descriptive and correlation analyses which showed positive result. At last, I have given the references the text which I studied.

LIMITATION

It is very difficult to observe the attitude, behavior, loyalty, fairness and changing decision of the individual employee towards the organization accurately. None of organization will use one kind of system, tool, mean, training and developing program to all employees for the survival of organizations for all times. So systems, ideas, tools means, training and developing programs are changed according to change in environment. Identification, creation and using new means, tools and systems for making effective commitment between organization and employees, fair procedural justice, training and developing programs which are the need for the future research in dynamic environment.

Descriptive Analyses

	N	Minimum	Maximum	Mean	Std. Deviation
Performance	5	.75	47.75	12	20.25
Procedural Justice	5	.00	38.00	12	15.38
Commitment	5	.00	35.00	12	14.37
Training And Development	5	.83	37.67	12	15.038
Valid N (list wise)	5				

In descriptive analyses performance minimum mean is .75 and maximum mean is 47.75 and standard deviation is 20.25, Procedural justice minimum mean is .00 and maximum mean is 38.00 and standard deviation is 15.37, Commitment minimum mean is .00 and maximum mean is 35.00 and standard deviation is 14.37 and training and development minimum mean is .83 and maximum mean is 37.67 and standard deviation is 15.038.

Correlations

	Performance	Procedural justice	commitment	Training & Development
Performance Pearson Correlation	1			
Sig. (2-tailed)				
N	5			
procedural justice Pearson Correlation	.943*	1		
Sig. (2-tailed)	.016			
N	5	5		

Commitment	Pearson Correlation	.896*	.991**	1	
	Sig. (2-tailed)	.040	.001		
	N	5	5	5	
Training And Development	Pearson Correlation	.957*	.999**	.986**	1
	Sig. (2-tailed)	.011	.000	.002	
	N	5	5	5	5

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Procedural justice has positive correlation value .896 and significant level .016. Commitment has positive correlation value is .896 and significant level .040. Training and development has positive correlation value is .956 and significant level .011.

CONCLUSION

Finally, I reached to the conclusion after detailed study, collecting data and analyzing data that organizations can sustain their performance and survival for long life cycle through commitment; job security & competitive salary following fair procedural justice; equity & equal opportunity, arrange and training and developing programs; related skills to job & rewards which maximize the performance of employees and organizations. The employees consider themselves as a part of the

organizations when they get facilitates according to their needs, interest, and requirement to their jobs. The employees do job with their best efforts for the organization's development. The factors: commitment, fair procedural justice, training and development that can make able the organization and employees for positive functioning, loyalty and satisfaction to one another, must bring them in talk to walk. They both the organization and the employees will achieve and receive their goals and benefits for their long life cycle.

References

Am.J.Md.qual, (2008) Support business Strategy and implement high performance service culture: Publication, Business, wire (23:215-221)

Adams, J.S. 1965. Inequity in social exchange. *Adv. Exp. Soc. Psychol.* 62:335-343.

David, Lee. (2002-2009) Human Nature at Work (How to maximize Employee Performance while Minimizing employee stress).

Dilani, Jayawarna. Allan Macpherson, Alison Wilson, (2007) Training commitment and performance in manufacturing SMEs: Incidence, intensity and approaches", *Journal of Small Business and Enterprise Development*, Vol. 14 Iss: 2, pp.321 - 338

Lawrence Solum, procedural justice, (2004).

Mart,Lagac .Q&A Michael Beer August 10, 2009: High Commitment, High Performance Management, Harvard Business School.

Mohr et al (2011). The Relationship Between Job Satisfaction of Primary Care Team Members and Quality of Care: A Comment on American *Journal of Medical Quality* 26: 8-9

Nancy, Doukes. (2011). Performance program inspires discipline and commitment: Ontario Birch bark.

Robert, Bone. (2003). Agreeing to fair process: *The problem with Contractarian Theories of Procedural Fairness*, 83 Boston University Law Review 485

Soon ,Lay, Khuan. (2007). Organizational Justice as an Antecedent of Job Performance. *International journal of business*, 325-343.

Scott, K.D., T.D. McMullen, R.S., and B. Bowbin. 2007. Reward Programs: What Works and What Needs to be Improved. *WorldatWork Journal*. 16(3): 6-21.

Shields, J, D. Scott, R. Sperling and T. Higgins. 2009. Rewards Communication in Australia: A Survey of Policies and Programs. *Compensation and Benefits Review*. 41(6): 14-26

Victoria A. Cave. (2005). Motivating The Factors: Perceptions of Justice and their Relationship with Managerial and Organizational Trust in Australia. *Communication and mass media complete* 47-70.

Walster, E., Traupmann, J. & Walster, G.W. (1978). Equity and Extramarital Sexuality. *Archives of Sexual Behavior*. 7;2: 127-14