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**Identifying non-monetary factors that affect employee performance
in the Palestinian telecommunications sector**

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Abstract

Underperforming employees at an organization may exhibit costly negative behaviour that reduces both profits and productivity. For James, McKechnie, and Swanberg (2011) underperforming employees cost American businesses \$300 billion a year in terms of lost productivity. For example, job performance for employees depends on many different factors including establishing a productive, accomplishing relationship between staff and management. The success of any organization is reliant on employees who enjoy doing their jobs and are rewarded for their work. The main purpose of this study is identifying non-monetary factors that influence the work performance of employees. This research aims to include in its exploration the key integral elements other than money, which have an impact on the performance of employees. The wide variety of results will be described and closely disseminated to produce a current comprehensive view and understanding into the non-monetary factors governing employee performance. Post result analysis of this study offered practical and relevant solutions and recommendations to creatively utilize and manipulate these factors to improve employee performance and raise their morale. The target industry in this case is the private telecommunications sector in Palestine. Specifically, the two major companies "*Jawwal*" and "*Al-Wataniya*". The research methods are mainly quantitative with only a qualitative method being used to inspect the results from the open-ended questions. The key findings of the study show that in both companies the employees rated recognizing and appreciating their work is the most important factor affecting their performance. Furthermore, it is found that the strong employee-manager relationship with motivation does have a positive effect on employee performance of both companies. One resultant difference between the companies is discovered, where the office environment positively effects employee work performance in only Jawwal Company.

Keywords: Employee Performance, Motivation, Human Resources Management, Telecommunications Sector, Palestine.

Resumo

Os funcionários com baixo desempenho numa organização podem apresentar um comportamento negativo o que pode levar à redução dos lucros e da produtividade. Para James, McKechnie, e Swanberg (2011) funcionários com baixo desempenho custam às empresas americanas 300 mil milhões de dólares por ano em termos de perda de produtividade. Por exemplo, o desempenho do trabalho para os funcionários depende de diferentes fatores, incluindo o estabelecimento de uma relação produtiva e de sucesso entre os funcionários e os gestores. O sucesso de qualquer organização depende de funcionários que gostam de fazer o seu trabalho e são recompensados pelo mesmo. Assim, o presente estudo tem como objetivo identificar fatores não-monetários que influenciam o desempenho do trabalho dos funcionários. Ainda, identificar os principais elementos integrantes, além do dinheiro, que têm uma influência no desempenho dos funcionários. A ampla variedade de resultados será descrita para produzir uma visão abrangente e de compreensão sobre os fatores não monetários que regem o desempenho dos funcionários. A análise de resultados deste estudo ofereceu soluções práticas e relevantes e recomendações para utilizar e manipular criativamente os fatores que levam a uma melhoria do desempenho dos funcionários e a um aumento da sua moral. As empresas em estudo pertencem ao setor privado de telecomunicações na Palestina, nomeadamente as duas grandes empresas “*Jawwal*” e “*Al-Wataniya*”. A metodologia de investigação assenta num estudo quantitativo sendo a análise qualitativa utilizada para analisar os resultados das questões abertas. As principais conclusões do estudo mostram que em ambas as empresas se reconhece e aprecia o trabalho que os funcionários desempenham e estes são os fatores mais importante que afetam o seu desempenho. Além disso, verificou-se numa forte relação entre empregado-gerente, a motivação tem um efeito positivo sobre o desempenho dos empregados de ambas as empresas. Uma diferença resultante entre as empresas foi descoberta, ou seja, o ambiente de escritório afeta positivamente o desempenho do trabalho do empregado apenas na empresa *Jawwal*.

Palavras-chave: Desempenho do funcionário, Motivação, Gestão de Recursos Humanos, Setor de Telecomunicações, Palestina.

Abstract

الموظفين الذين يعملون دون المستوى في المؤسسات يؤثرون سلبا على إنتاجية وربحية المؤسسة. رجوعا الى James و McKechnie و Swanberg (٢٠١١) الموظفين غير المحفزين والعاملين دون المستوى يكلفون الاعمال الامريكية التجارية ٣٠٠ بليون دولار سنويا فيما يتعلق بتدني الكفاءة الإنتاجية. أداء الموظفين يعتمد على عدة عوامل منها مدى علاقتهم مع الموظفين الاخرين والإدارة. نجاح المؤسسة يعتمد على الموظفين المرتاحين بعملهم والذين يتم مكافأتهم في العمل. الغاية من هذه الدراسة تحديد العوامل غير المالية التي تؤثر على أداء عمل الموظفين. هذا البحث يهدف الى بيان عوامل مؤثرة على أداء الموظفين بعيدا عن المحفزات المالية، والتي سيتم دراسة كل منها وتحليلها بهذا البحث لتفصيل نتائج تأثيرها على أداء الموظفين. بناء على نتائج تحليل العوامل المذكورة انفا، سيتم استنباط وابتكار حلول عملية وتوصيات لتجنيب وتبكيل هذه العوامل من اجل تحسين أداء ومعنويات الموظفين في العمل. تم استهداف قطاع الاتصالات الخاص في فلسطين، حيث تتطرق الدراسة الى كبرى شركتي الاتصالات الخاصة وهم "شركة الاتصالات الخلوية الفلسطينية" و"شركة الوطنية موبايل". النتائج المهمة من الدراسة تدل انه تقدير جهود الموظفين في الشركتين هو اهم عامل يوثر على اداء الموظفين. ايضا من النتائج تبين انه العلاقة بين المدير و الموظف تأثر بشكل ايجابي على اداء الموظف. يوجد فرق مهم في نتائج الدراسة و هو انه في حالة شركة جوال فقط عامل جوى العمل يؤثر على اداء الموظفين بشكل ايجابي.

الكلمات الرئيسية: أداء الموظفين، التحفيز، قوة الإدارة، اتخاذ القرارات، قطاع الاتصالات.

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Introduction

Palestine is a developing country in the middle-east containing many service firms, which contribute toward its economy. Moreover, Palestine service organizations play significant roles both socially and economically with a contribution of 20.8% to GDP at the year of 2014 (Portland trust, 2015). Providing the employees of service companies with motivating factors that influence their job performance. The estimated residence population by 2015's end was 4.7 million people. The unemployment rate was 25.9% at 2015. As of the year 2014 Palestine had a Gross External Debt of 1,542 Million USD and a GDP of 7,463.4 Million USD. The telecommunications sector had an estimated number of 3.2 million subscribers at 2014 with a 7.9% contribution to real GDP by economic activity at the year 2015. The total number of Internet companies operating and registered in the Ministry of Telecommunications for the year 2015 were 56 companies distributed as follows; 40 Companies wireless connection to the Internet (WIFI), and 6 companies for connections to the IP telephony (VOIP), and 10 companies for Broad Band Internet connection, concerning the number of companies for import of communications equipment have reached 40 companies for 2015 (Palestinian Central Bureau of Statistics, 2016). The Palestinian communications sector is suffering from political obstacles that impact the economy negatively with the total revenue loss for the Palestinian mobile sector during the last three years (2013-2015) ranges from US\$ 436 to 1,150 million. The revenue loss directly attributable to the absence of 3G is between US\$ 339 and 742 million and the total 2013-2015 value Added Tax fiscal loss for the Palestinian Authority is between US\$ 70 and US\$ 184 million. The direct impact represents up to 3.0% of the GDP over the last three years (World Bank, 2016).

In the early 20th century, money was considered as the most important factor into the production of goods and services (Kreitner, 1995). However, after a line of researches, one in particular that is the "Hawthorne Studies", conducted by Elton Mayo from 1924-1932 at the Hawthorne Works of the American Western Electric Company in Chicago. It was concluded that employees were not motivated not only by salaries, but that employee behaviour was linked to their attitudes (Lindner, 1998). The Hawthorne studies shifted the focus of human relations approach to management, where the needs and motivation of employees become the primary focus of managers. This served as the corner stone for other theories and definitions on motivation and performance at the work place.

This research is designed to gain a better understanding of motivation factors, which influence job performance. Therefore, the findings in this study will have both theoretical and practical contribution, and will add to the collective research literature on factors that can enhance job performance in service organizations. First, it will provide much insight into the level of motivation and performance of employees of "Jawwal" and "Al-Wataniya". Secondly, it may help these two companies in retaining, satisfying, and attracting qualified employees. Thirdly, it will also reveal interesting information into the importance of employee motivation and impact on work performance

for other companies and they may find this knowledge relevant and useful to them when motivating their own employees. Fourthly, it will generate data that may be used to develop further research on the topic. Lastly, this study will assist in providing explanations to the reasons why the performance of employees is affected in either a positive or negative way, which could consequently lead to increased productivity in organizations. Furthermore, the results of the study have practical use as managers of service organizations may use it to motivate their employees to improve job performance.

The work is divided as follows. Next section will present the literature review that offers the theoretical framework for the empirical research. After, a second section will present the methodology followed to reach the research objective, namely it will be described how the data was collected and how it can be described, and, finally, will be presented which are the hypothesis to test. Section 3 will present the main results and the related analysis. The work concludes with a section devoted to conclusion, work limitations and possible future lines of research.

1. Literature review

1.1. Job performance and Satisfaction

It is a logical first step to know the definition of job performance since this study aims to know the impact of various factors on it. Job performance is a multi-dimensional construct that shows how good employees perform their tasks, the initiative they take and the resourcefulness they show in solving problems. Furthermore, it indicates the extent to which they complete tasks, the way they use their available resources and the time and energy they spend on their tasks (Boshoff, & Arnolds, 1995). Job performance could be affected by situational factors, such as the characteristics of the job, the organization and co-workers and by dispositional factors. Dispositional variables are personality characteristics, needs, attitudes, preferences and motives that result in the likelihood to react to situations in a specific way (Strümpfer, Danana, Gouws, & Viviers, 1998). In this case, we are considering performance increase as when there is less absenteeism, less human errors, meeting dead-lines, organization and prioritization, successful teamwork, less turnover, impactful creativity, efficiency in completing tasks, less postponing of duties, and fast paced communication between members and departments of the organization.

Simply put job satisfaction is how people feel about their jobs and different parts of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 2000). Job satisfaction is also a psychological concept that refers to job related attitudes and characteristics such as pay and reward, policies, leadership practices, management styles, and relations with co-workers (Amponsah-Tawiah, & Darteh-Baah, 2010). Armstrong (2010) points out that job satisfaction relates to the attitudes and feelings people experience about their work. This means that positive or favourable feelings towards the job points towards job satisfaction, while negative or unfavourable feelings towards the job points towards job dissatisfaction. Employee morale is linked

to job satisfaction, it is defined as the degree of an individual's satisfaction level, in which case this individual believes his satisfaction is a result of his work status (Armstrong, 2010).

The level of job satisfaction is affected by different factors like, personal expectations, career opportunities, job influence, team and job challenge, the quality of supervision, social relationships with the work group, and the degree to which individuals succeed or fail in their work (Wilson, 2010). Wilson (2010) also states that discretionary employee behaviour that helps the firm to be successful, is most likely to happen when employees are well satisfied and motivated. The research findings were that the key factors affecting job satisfaction were rewards and motivation.

Employee satisfaction leads to ensuring that a higher productivity is received from all employees of the organization, and is linked to better job performance, lower absenteeism, higher organizational citizenship, greater organizational commitment, lower turnover. It was also found that leadership has a significant impact on employee satisfaction (Sarah, Nik, & Pranav, 2012).

1.2. Employee empowerment, participation and engagement

Carless (2004) defines employee empowerment as to what range employees are authorized in decision making in their day-to-day activities. Employee empowerment is linked to motivation and a feeling to improve self confidence among the employees. Cheryl (1999) states that organizational success is a result of employee empowerment, explained by the following reasons:

- Employees job performance that reflects their individual success.
- The employees of the organization accomplish the goals and objectives of the organization; hence the success of the organization is achieved.
- The employees in the organization have a mutually beneficial and satisfying work experience, in meeting both social and personal growth needs.

Employee empowerment can also be defined as to the extent to which employees are able to take a decision, without referring with their managers (Michailova, 2002). Management here passes on authority and autonomy to employees with their tasks. This form of delegated empowerment provides value to employees in making independent decisions, since they are able to work according their own procedures without intervention (Ampofo-Boateng, Merican, & Wiegand, 1997).

In a study by Bartram and Casimir (2007) it was found that empowerment had significant positive correlations with both performance and satisfaction. More specifically empowerment was more strongly correlated with the performance of followers than with satisfaction of leaders. Chen and Tjosvold (2006) illustrated that participation management is about involving employees in the decision-making process, where the employees feel that they have the opportunity to discuss problems and can influence organizational decisions. The overall impact of participation is increased employee job performance and low turn-over.

Employee engagement is defined by Perrin (2003) in terms of how employees are ready and skilled enough to help their company succeed by putting in the continuous effort for that purpose. Also, according to his study engagement is affected by emotional and rational factors that are related to work and the experience of it. Dernovsek (2008) defines employee engagement as enthusiastic involvement of employees with their work. Linking the employees to a positive mental connection and commitment to their organization. Robinson, Perryman and Hayday (2004) support this by their definition of a favourable employee view of the organization and its value. This is the case where an engaged employee will:

- Work with other members of the organization to improve performance to benefit the organization.
- Encourage and participate in teamwork.
- Help other employees grow and develop.
- Provide his support when needed.

After surveying 10,000 employees in Great Britain, Institute of Employment Studies (Robinson et al., 2004) found out that the main reason behind employee engagement is the sense of feeling valued and involved by the employee. This means to include the employees in decision making, the ability of the employees to be heard inside the organization, the opportunities employees have to develop their jobs, and how much the organization is concerned for the health and well-being of its employees.

Employee engagement improves employee performance for three main reasons (Baumruk, & Gorman, 2006):

- (1) The employee acts on behalf of the organization and supports it.
- (2) The employee has a strong bond to the organization despite opportunities to work elsewhere.
- (3) The employee is willing to put in extra time, effort and initiative for the success of the organization.

1.3. Job enrichment

If the managers of the organization enrich the jobs of employees, they could be more satisfied. This is done by increasing the number or the variety of tasks for the employees. The result will be an increase their level of performance. In order to achieve these results, the tasks should be redesigned and the employees should be given more responsibility (horizontal and vertical job expansion). Moreover, if the employees themselves are involved in the planning, organizing and designing their own tasks, they will satisfy their esteem and self- actualization needs, and increase their performance (Ekerman, 2006).

1.3.1. Job Security

In the research of Senol (2011) job security was determined is the most important factor among many others, which served as a motivational behaviour modifier on employees. It changed and improved their negative behaviours towards quitting their jobs. Another research on this factor (Miller, Erickson, & Yust, 2001) found that there is a positive relationship between job security as a motivational factor and job performance. Additionally, that job security has significant effect on the performance of workers and employees are less motivated to work when job security is low.

1.3.2. Promotion

Herzberg (1986) says that providing employees with opportunities to advance in their company through internal promotions acts as a motivator related to work. He also further states that the chance of promotion and advancement for employees is one of the best tools to motivate those employees. The research of Harrison and Novak (2006) supports this by showing that when managers try to establish employee promotion opportunities, there is a positive motivating impact on the satisfaction and levels of employees.

1.4. Work place environment

Workplace environment includes the location of the work, where the employees perform their everyday activities and duties, such as office or site of construction. Other factors like, fresh air, refreshment, noise level and other facilities like child care, also become a part of workplace environment. Workplace environment may have either positive or negative impact on the satisfaction level of employees depending upon the nature of working environment. The employees can perform better if they are provided good environment. Poor work conditions could lead to company property damages and accidents that could cause harm or even fatalities; which will have significant negative impact on the morale of employees. Thus, working conditions that are supportive must be established in the organizations. Examples of performance improving work environments include ones that are, safe, noise free, well lit, and with suitable temperature (Weil, & Woodall, 2005).

There are various features of the work environment that contribute to the satisfaction of employees. The work environment has two segments that can have an impact on the behaviour of employees:

- (1) Physical – it is how employees working in the office easily interact with their office environment
- (2) Behavioural – it is how good employees working in the office connect with each other. To further explore the two components of the work environment the work of Barry (2008) is reviewed. It explains that the physical environment has two subcategories: (1) Office layout – open planned offices or cellular or cubic closed offices (2) Office comfort – this is the degree of match between the office environment and the work procedure. The behavioural environment also has two subcategories: (1) Interaction- how good employees in the office environment cooperate with each other (2) Distraction- possibilities or occurrences in the work environment that negatively affect interaction.

Office design is an important building block of the office work environment, Business Dictionary (2008) defines office design as realizing the possibility of achieving work most efficiently due to the layout of the work place. Moreover, office design is an important factor in job satisfaction. It affects the way in which employees work, for example many organizations have applied open-plan offices to encourage teamwork. Also, office design takes into account the workflow, where the work to be done is first analysed and then the offices are designed accordingly to ensure that the work is accomplished efficiently.

The American Society of Interior Designers (1999) completed a study, and its conclusion was that the physical workplace design is one of the top three factors, which affect performance and job satisfaction. The study results showed that 31 % of people were satisfied with their jobs and had pleasing workplace environments. 50 % of people were looking for other jobs and said that they would prefer a job in a company where the physical environment is good. In another study, Gensler Designs (2006) on US workplace environment examined workplace design, work satisfaction, and productivity. The results were 89% of the respondents rated design, from important to very important. Close to 90% of senior officials revealed that effective workplace design is important for the increase in employees' productivity. The conclusion was that organizations can better their productivity by improving their workplace designs. A rough estimation was made by executives, which showed that almost a 22% increase can be achieved in the company's performance if their offices are well designed. Brill, Margulis, Konar and Bosti (1984) ranked factors, which affect productivity to their importance. The factors are arranged from the most important to the lesser: Furniture, Noise, Flexibility, Comfort, Communication, Lighting, temperature and the air quality. In another survey conducted by Leaman (1995) studied the relationship between the indoor work environment and the satisfaction and productivity of employees. The results showed that employees were dissatisfied with their work environment and this negatively affected their productivity.

1.5. Job pressure and stress

French (1975) explains that job stress results when the individual can't properly fit the available resources and job demands with his personal abilities. He elaborates that job stress is a consequence of the threatening job environment. The organizations will demand that its employees do a certain amount and level of work, while their employees will be unable to meet these demands with their assigned tasks. In other words, the demand of the organization exceeds the capacity of the employees, who from the point of view of management fail to do their job.

Stress is an experience caused by pressure on or demands from an individual, affecting this individual's ability to handle himself in reliving this pressure or meeting these demands. Work stress arises when the demands of the job require more of the resources and capabilities available to employees to meet these demands (Ricardo, Amy, & Rohit, 2007).

Job stress can have negative effects on health such as heart disease, gastroenteritis, sleep disorders and other accidents that will decrease the rate of job performance, and the increased rate of absence and job quitting (McVicar, 2003).

Another study done by Jamal (2007) observed the relation between stressful work environment and the effect it had on an employee's work; and the results showed in 90% of the companies, there was negative relationship between a stressful work environment and job performance.

The causes of stress are important to discuss and workload is the most central factor causing work-related stress. But there are other relative factors that also contribute to stress which are: down-sizing and staff reduction, organizational change, long hours, bullying, shift work and sex or racial harassment (Ricardo, Amy, & Rohit, 2007).

Referring to Amanda and Jonathan (2006) there 6 causers of stress:

- (1) Demands: the issues central to the job itself including working conditions (temperature, lighting, ventilation, noise), long hours, workload, work shifts.
- (2) Control: the level autonomy an employee has in completing his job and tasks. Low levels of job control correspond with high levels of stress.
- (3) Relationships: referring to the relationships with all members of the organization (managers, subordinates, and colleagues) can cause stress. For example, low levels of trust and support, conflicts among members of the organization, and harassment and bullying all increase work stress.
- (4) Change: The way change is implemented and introduced to the employees by management can cause stress. If is badly planned or communicated it will contribute to increasing stress.
- (5) Role: If employees do not have a clear understanding of their role within the organization stress can arise due to ambiguity or conflicts regarding positions or degrees of responsibility.
- (6) Support: How good management supports their employees, and provides them the resources and training necessary to perform their jobs. Low levels of encouragements, sponsorships and supports among the members of the organization will cause higher stress.

The below figure is a simple illustration of the factors leading to work stress.

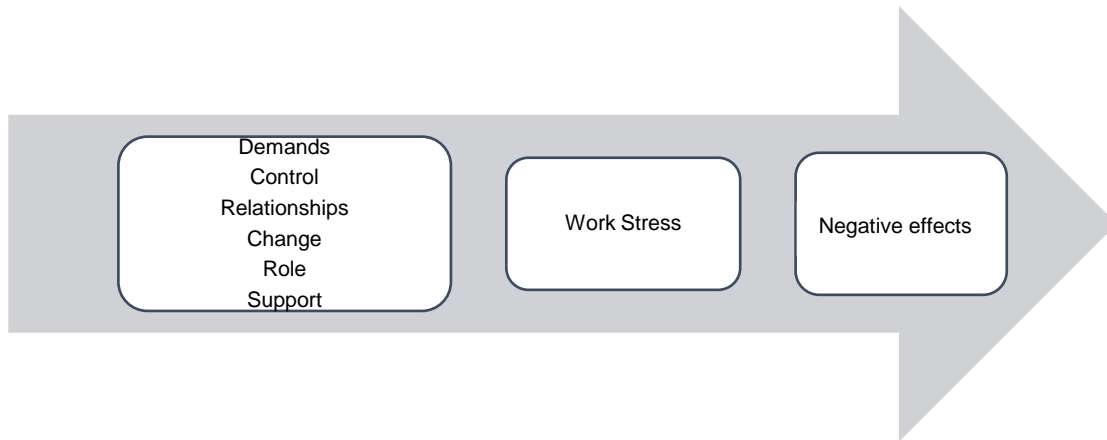


Figure 1. Causes of stress

Source: Author's own elaboration.

1.6. Motivation

DeCenzo and Robbins (1996) define a motivation as how much a person is willing to complete a task based on the desire to satisfy his or her needs. Another definition of motivation is the process that drives the individual in the direction towards achieving a goal with intensity and persistence (Page, 2008). Motivation has both psychological and managerial implications (Tosi, Mero, & Rizzo, 2000). The psychological part is composed of the internal mental state of the individual. This mental state governs behaviour in terms of initiation, direction, persistence, intensity and termination. The managerial part of motivation entails the practices of the managers and leaders to influence employees to produce the preferred results. At this point it is important for management to know what exactly stimulates employees, so that the resources are put to the best possible use and are not misallocated. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their job performance (Ekerman, 2006).

Motivation in the work place is a delicate factor that impacts all employees and their level of input and performance in the organization. Therefore, motivation in its two forms (intrinsic or extrinsic) contributes to employee satisfaction and can improve performance and productivity (Bhattacharyya, 2007). Shah, and Shah (2010) defined motivation in the concept of encouraging other people in working together to reach the best results. To elaborate on this definition, it is motivation when managers satisfy the desires and drives of their subordinates to influence them in acting in the desired manner.

According to Palmer (2005) the motivation strategy in affect must be motivational in the process itself of attaining the goal. This means that the implementation stage itself must be motivational so

that people do not become discouraged and give up. To achieve this there must be an implementation process skilfully designed towards achieving the goals and controlling the motivation strategy. This motivation strategy is important in conducting the daily tasks and inspiring members of the organization towards common goals. As far as the organization is concerned the process of motivation must follow a sequence of steps that must be continually reviewed and renewed. The result is to sustain the motivation of members of the organization.

Hackman and Oldham (1980) state that strong intrinsic motivation is achieved when three psychological states are created:

1. The employee experiences the meaningfulness of his work.
2. The employee experiences the responsibility for the results of his work.
3. The employee has knowledge of the actual work results.

Hackman and Oldham (1980) furthermore suggest that organizations should encourage intrinsic motivation by:

1. Increasing task variety and significance, this builds on the meaningfulness of the work.
2. Increasing work autonomy for employees, this raises responsibilities for employees.
3. Facilitating feedback so that employees know the results of their work.

Motivation is possible when there is a clearly defined relationship between performance and outcome. This outcome needs to also satisfy the needs of organizational members. In other words, the work employees perform needs to be returned to them in the form of a reward, and this reward must be worth the effort of doing the work itself. This fact explains the reason why intrinsic motivation from the work itself can be a stronger and more effective factor than extrinsic motivation. Intrinsic motivation allows employees to rely on their past experiences to measure the extent to which the results are advantageous or worth it for them, in exchange for their behaviour or work (Lawler, 2003).

There are two insightful theories that study "needs" the first one is David (1987) also referred to as "The Learned Needs Theory" which states that the individual develops specific needs over the course of his life. The theory also explains that all have three main motivators (achievement, affiliation and power) and one of these motivators will be the most important of all. The work of employees may be affected by these three motivators. Individuals with achievement as their most important motivator are efficient workers and have strong needs to accomplish challenging goals and want to receive feedback on their work. On the other hand, people with a low need for achievement perform better with money being their motivator. People with affiliation as their most influential motivator perform better with other people while being in agreeable relationships. They have the need to belong to a group and to be accepted and liked, so they will work hard to accomplish whatever the group decides. Furthermore, this type of individuals prefers cooperation over competition, and are perfect for creating long-term solid and productive relationships. For these

employees satisfaction and enjoyment is received from doing the work itself in an environment with close interactions among people. For people with power as their strongest motivator, they would want to control or influence the behaviour of others directly or not. They enjoy working in a competitive environment, want to status and be in a leadership position, and like to win arguments and be recognized for it. People that use their powers to help others have socialized power, and leaders with the need for socialized power are likely to be more effective than those with a high need for the personalized power (Vredenburg, & Brender, 1998).

The second theory to draw from is Abraham Maslow's needs hierarchy theory of motivation in which human needs are set in a hierarchy of importance. Maslow believes that human needs can be organized in a framework that shows which people's needs will be satisfied first. The five basic needs proposed by Maslow are; physiological, safety, social, esteem and self-actualization (Maslow, 1987). Two explanations of this Needs theory is that (1) people will always want what they do not have and (2) Needs that are already satisfied will no longer provide anymore motivation for behaviour. Per this hierarchy once people have satisfied their lower needs they will move on to satisfy the higher ones.

The next figure shows the five most important human needs.

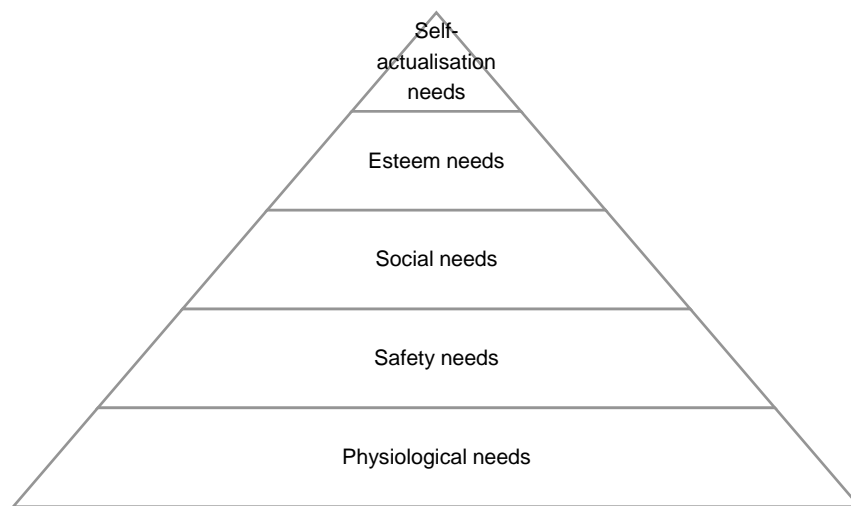


Figure 2. Maslow's theory of needs

Source: Author's own elaboration based on Maslow (1987).

1. Physiological needs: the first level of the pyramid lowest that includes the basic and physical needs such as hunger, thirst, sleep, and shelter. One example about this level is if an employee is hungry he won't be concerned about work performance.

2. Safety needs: Emotional and physical safety, and stability are highlighted here. In times of economic hardship, when jobs are scarce, most people want to hold a steady job. Also, if a person is threatened and fears for his well-being he won't move to satisfy higher levels of needs.

3. Social/Belonging needs: This level is about the social aspects of a person's life. It includes things such as friends, love, and the need to belong or relate to a certain group. An example of this need is social acceptance. Employees can develop a social support network and have a sense of belonging through interactions with co-workers which could in the end lead to better job satisfaction and work performance.

4. Esteem needs: The higher needs for achievement and status are at this level. These needs are related to recognition from others. Esteem needs can be satisfied by buying a bigger house or a better car, which contributes to the feeling of success and through on-the-job rewards such as praise from the boss, a promotion, an office with a better view or a reserved parking space.

5. Self-actualization: This is at the highest human needs. Opportunities for growth must be available for employees to satisfy the self-actualization need. For example, a routine and boring job will not satisfy the self-actualization need, no matter how high the salary. An important conclusion of Maslow's need hierarchy is that if an employee does not satisfy and respond to economic incentives, then management must consider alternative sources of employee motivation to utilize.

Maslow (1987) concluded that providing employees with freedom to make decisions about their work satisfies their need for autonomy and help managers to use it as a motivation factor for increasing the productivity of employees. Across (2005) agrees with this and states that employees do not perform well in situations where they lack autonomy, especially after they have gained the skills to work independently.

Another theory to look at is the equity theory, which explains that people are concerned not only with the amount of rewards they receive for their efforts, but also with the relationship of the amount to what others receive (Armstrong, 2010). Based on the individual's own understandings, such as effort, experience, education and competence, he can compare outcomes such as levels, increases, recognition and other factors. When people perceive an imbalance in their outcome-input ratio relative to others, tension is created. This tension can provide the basis for motivation, because people want what they think of as equity and fair.

1.7. Communication

Communication is defined as the performance of contact or interaction among people in delivering information, meanings and understandings (Fisher, 1980). Effective communication in an organization enables work teams to be well coordinated, while poor communication will result in problems and conflicts among organizational members and customers. The individuals involved in the communications process must have the basic skills and abilities to pass on information. Else the

information maybe missed or misunderstood. Furthermore, the facilities and tools, and behaviours of managers in the organization must be able to accept and deliver the information accurately. The managers must show the initiatives of developing and providing opportunities to learn new skills to their employees through the communication process. Timing of receiving and delivering information is also an important factor in communications (Cole, 2002).

1.8. Emotions in the workplace

Human emotions are a complex issue, they ability to control them are reflected in organizational trust and occupational stress. When high levels of trust exist in the relationship between the two, workplace emotions are better managed and stress levels are reduced (Zeynep, 2013). Hence, organizational trust is an important contributor to efficiency in the workplace. Zeynep (2013) notes that people perceive others per their own mental components and emotions, they also decide on how much risk to assume when dealing with others; and this creates the foundation of trust in the work environment.

1.9. Employee Training

In the field of human resource management, the purpose of employee training is to improve the performance of organizational members. Employee training is sometimes referred to as including employee development, human resource development, and learning and development (Aguinis, & Kraiger, 2009). The training of employees has a positive effect on their productivity and satisfaction. Trained employees are more capable in performing their duties and experience more job satisfaction (Sutermeister, 1976). For Wheelan (2010) educating and training employees about the technical features of their work and about effective team work, will increase the performance of teams.

In his Two Factor Theory Herzberg (1986) explained that presenting training and development opportunities to employees will motivate and enable them to pursue the positions they seek in the organization. Kress, Norris, Schoenholz, Elias and Seigle (2004) support this notion that the fact of providing the learning and training opportunities to employees is a motivational factor to improve job performance. In another study Roca, Chiu and Martinez (2006) observed that in multinational organizations there is a noticeable positive relationship between training and job performance.

Employee training benefits both employees by advancing their knowledge, competencies, behaviour, and skill and abilities. The consequence is an improved employee performance that positively benefits the organization (Wright, & Geroy, 2001). There are additional benefits of employee training as listed by Cole (2002):

- 1) High morale: employees who receive training have increased confidence and motivations.
- 2) Lower cost of production: training reduces risks because trained personnel are able to make better and more efficient use of material and equipment, thereby reducing waste.

- 3) Lower turnover: training brings a sense of security at the workplace which in turn employee turnover and absenteeism.
- 4) Change management: training helps to facilitate change by increasing the understanding and involvement of employees in the change process, and it also provides the skills and abilities needed to adjust to new situations.
- 5) Training provides recognition, a sense of responsibility and the possibility of increased pay and promotion.
- 6) Training improves the availability and quality of employees.

1.10. Job Loyalty

Becker, Randal, and Riegel (1995) explain that loyalty is a strong desire to remain a member of the willingness of the organization to establish a high level of effort for of the organization and a clear belief and acceptance of the values and goals of the organization. Therefore, characterize as a belief that plays positive role in maintaining the member of the organization. Job satisfaction is a precursor of loyalty to the organization. There is a positive relationship between employee satisfactions, loyalty and organizational working employees (Fletcher, & Williams, 1996).

In reference to Martensen and Gronholdt (2001), employee satisfaction positively correlated with employee loyalty to their company. Furthermore, studies such as (Wu, & Norman, 2006) also support that there is a strong correlation between organizational loyalty of employees and job satisfaction of employees. Additionally, it is explained that low job satisfaction leads to low morale and low loyalty to the organization.

1.11. Management and leadership/subordinate relationship

Leadership as defined by Northouse (2007) is a concept where an individual can influence a group of people to modify their behaviour towards achieving a common objective. The type of leadership process inside an organization has a considerable impact on either encouraging or impeding employee performance (Armstrong, & Murlis, 2004). Therefore, leaders and managers are a key factor in the success of the organization. Effective managers will use the interpersonal relations between the employees to strengthen their loyalty and raise their morale.

Carrell, Kuzmits and Elbert (1989) explain that there must be mutual trust between subordinates and managers, and employees should be given the freedom to participate in organizational decisions. This will help to organization to become more flexible and more innovative. In other words, the planning in the organization should not be for the people but with the people. When such a positive relationship is, established employees are less likely to strike, and stop working, without first trying the channels of communication with management to solve the problem. Moreover, employees are

less likely to be counter-productive, and will over time improve their performance and gradually achieve the organizational goals. When employees are heard, and are part of the decision-making process, they become motivated since management treats them more like partners rather than just subordinates in contribution to the success of the organization.

Innovative human resource management approaches that encourage employee participation and flexibility of work, facilitate decentralization of managerial duties and responsibilities; will better employee performance (Ichniowski, Shaw, & Prennushi, 1997).

Caruth and Handlogten (2002) articulate that reward systems are the foundation of employee motivation. The knowledge, skills, and abilities of employees are the most essential aspects to the success of any organization. Therefore, management should always support by exploring effective ways to reward the efforts, loyalty, dedication and input of employees.

1.12. Personality traits

To examine the effect of different personality traits on performance the five-factor model of personality dimensions as proposed by Costa and McCrae (1992) is referred to. The model includes 5 personality constructs: Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness.

1. Neuroticism: it is the likelihood for an individual to experience negative effects such as fear, sadness, embarrassment, anger, guilt and disgust. A high Neuroticism score means that a person is likely to have irrational ideas and is less able to control his impulses and reacts poorly to stress. While a low Neuroticism score means that the person is emotionally stable, and calm, relaxed and can handle stressful situations without becoming upset (Hough, Eaton, Dunnette, Kamp, & McCloy, 1990). Judge, Higgins, Thoresen and Barrick (1999) found out that Neuroticism is inversely related to job performance.
2. Extraversion: the personality factors like sociability, activity, talkativeness, energy, and optimism. Extraversion is linked to positive feelings and experiences and is viewed as a positive thing (Clark, & Watson, 1991). Johnson (1997) found that there is a positive relationship between Extraversion and job performance of police personnel.
3. Openness to experience: includes active imagination, sympathy, sensitivity, in touch with infer feelings, acceptance of variety, intellectual curiosity, and independent judgement. Individuals with a low score for openness to experience are traditional in behaviour and conservative in perspective. They prefer something familiar rather than anything new and change, they also are somewhat reserved emotionally. People with high scores are unconventional, question authority and are prepared to ponder new social, political and even ethical standards. These people are curious by nature, and are willing to explore change and new ideas; they are also more affected by both negative and positive emotions.

Research has concluded that Openness to experience is connected to success in consulting, training and adapting to change (Raudsepp, 1990).

4. Agreeableness: A person who is agreeable is, cooperative, selfless, sympathetic to others, helpful, and believes that others will also be helpful. On the other hand, a person who is disagreeable is sceptical and competitive. The co-operative characteristics of the agreeable person may result in success in jobs where teamwork and customer service are associated (Judge et al., 1999).
5. Conscientiousness: includes personality traits such as self-control, planning, organizing, and implementing tasks (Barrick, & Mount, 1993). The conscientious individual is determined, has a strong will, and is purposeful. Highly conscientious people are achievement oriented, hardworking and persistent, dependable and responsible, and are organized. However, high conscientiousness may result in obsessiveness about neatness and organization and workaholic behaviour. While, low conscientiousness may cause people to be unorganized and scattered in completing their work. Borman, White, Pulkos and Oppler (1991) and Hough et al. (1990) found that there is a positive correlation between conscientiousness and job performance.

1.13. Organizational Culture

Organizational culture is composed of a set of key values, assumptions, understandings, and norms that is shared by members of an organization and taught to new members. Strong culture in the organization is very helpful to boost the performance of the employees, which results in the achievement of objectives and in the increase of overall performance of the organization (Kotrba, Gillespie, Schmidt, Smerek, Ritchie, & Denison, 2012). The culture of an organization is multi-layered and has explicit expressed values and implied values or assumptions, the degree of adaptiveness or rigidity. For example, culture can be named as adaptive, or strictly bureaucratic and hierarchical. Abu-Jarad, Yusof, and Nikbin (2010) describe that the norms and values of the organization have a significant effect on all its members. These norms and values are invisible or implied but have an impact on the performance of employees. So, a flexible organizational culture can support change and adaptation and can motivate employees in achieving a common goal. The flexible organizational culture also permits managers to shape and change the behaviour of employees more easily towards achieving organizational goals.

1.14. Job rotation and transfers

Job rotation and transfers is a way of expanding the skills and knowledge of employees of the organization by moving employees from one official responsibility or job to another. For example, moving to higher rank position within the organization, or from one branch of the organization to another, or from one department to another. In the case of bigger and international organizations

transfers could be done by moving employees from one country to another. These job rotations and transfers help employees to gain new knowledge of the different tasks and operations of the organization. Additionally, this newly acquired knowledge will improve employee performance and constitute a competitive advantage for the organization (McCourt, & Derek, 2003).

2. Research Methodology

2.1. Objective of the study and Research Hypotheses

The objective of this research is to identify the non-monetary factors that affect employee performance. Based on the objectives of the study main research hypothesis of the study are presented in Table 1.

Table 1. Hypothesis listing

Hypothesis	Dependent Variable	Independent Variables	Questionnaire reference
H ₁ : <i>Strong management and motivation effects employee performance</i>	The strong relationship with managers helps employee performance	The feedback received from management is positive and useful Managers encourage employees	3.31 supported by Carrell et al. (1989) & 3.6, 3.7 supported by Hackman and Oldham (1980)
H ₂ : <i>Employee-manager relationship effects employee performance</i>	The employee's relationship with their managers helps them be more productive	Motivation from management The importance of strong supervision	3.34 supported by Armstrong and Murlis (2004) & 4.1, 4.11 supported by Ekerman (2006)
H ₃ : <i>Employee involvement in decision making influences their performance</i>	The employees perform better when they can make their own decisions	Employees are satisfied by their decision-making effecting their work The importance of employee involvement in decision making	3.19 supported by Chen and Tjosvold (2006) & 3.16, 4.8 supported by Maslow (1987)
H ₄ : <i>A comfortable office environment effects employee performance</i>	Whether the office environment effects performance	A comfortable office environment helps work performance	1.8 supported by Gensler (2006) & 3.24, supported by Barry (2008)

Table 2. Hypothesis listing (continuation)

Hypothesis	Dependent Variable	Independent Variables	Questionnaire reference
H ₅ : <i>Recognition of efforts effects employee performance</i>	The employee feels valued at work	The employee is fairly rewarded for his or her quality of work The importance of recognizing the efforts of employees	3.33 supported by Caruth and Handlogten (2002) & 3.11, 4.3 supported by Lawler (2003)
H ₆ : <i>Training impacts employee performance</i>	Training improves job performance	Training is based on knowledge and skills needed for the job Quality of training programs Relevance of training programs Need for further training	2.14 supported by Roca et al. (2006) & 2.11, 2.12, 2.13, 4.4 supported by Wright and Geroy (2001)
H ₇ : <i>Job rotation impacts employee performance</i>	Employee performance is improved when job tasks are varied	Job rotation advances skills	3.21 supported by McCourt and Derek (2003) & 3.32

The research inspection of the connection nexus of factors that influence employee performance is demonstrated in the below representation (Figure 3).

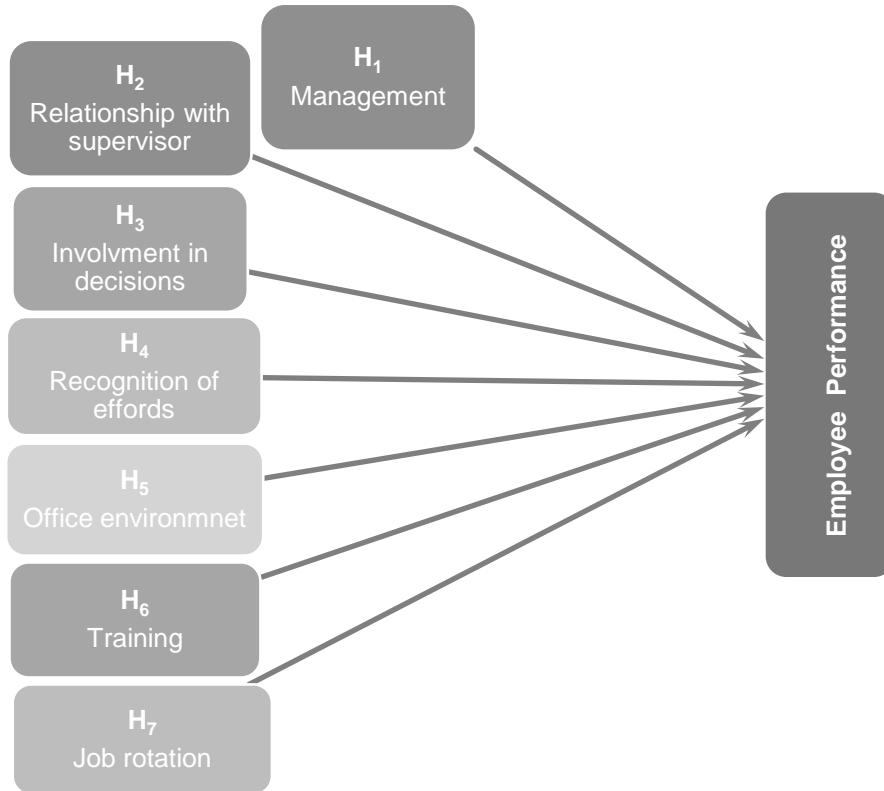


Figure 3. Theoretical framework

Source: Author's own elaboration.

2.2. Description of Data Collection

Primary data is collected using one of the most commonly used major tools which is the questionnaire. The questionnaires were designed to assemble the needed information for analysis about the different possible factors effecting employee performance. The questionnaire is divided into 5 sections: section#1 inquiries about general information and about the company and the position of the employee via multiple choice responses. Section#2 inquiries about the training process through multiple choice and true or false questions. Section#3 inquiries about employee agreeableness towards performance factors Likert scale from 1 to 5 such as strongly disagree, disagree, neutral, agree, and strongly agree. Section#4 asks the employees to rate the importance of different factors from 1-11 with 1 being the most important. Section#5 contains two open-ended questions regarding how to improve training and employee performance.

Both the management of each company and the participants were ensured complete anonymity and confidentiality to encourage them to answer honestly and without fear of any kind of reprisal. The developed structured-questionnaires were first presented to the Human Resources departments of each of the companies for approval, after which they distributed through hard-printed copy handouts within the organizations and by emails to the official employee work emails. In this study 140 questionnaires were distributed to Jawwal (90 questionnaires) out of approximately 400 employees and Al-Wataniya (50 questionnaires) out of approximately 250 employees and 127 of those were filled and collected back (90%) response rate. Additionally, 58.3% out of the total of 127 respondents are male and the rest of 41.7% are female. The target sample geographical location is in West-Bank, Ramallah. Where the major headquarters for the two companies are located. This information is summarized in the following table.

Table 3. Sample in study

Company	Participants	Percentage of respondents of total population
Jawwal	90	22.5%
Wataniya	50	20.0%

The first target company is Al-Wataniya Mobile which is a member of Ooredoo Group that was launched in November 2009. This mobile company a member of Ooredoo group was first established as a partnership between the Wataniya Group (headquartered in Kuwait and majority owned by Ooredoo and the Palestine Investment Fund (PIF) with ownership stakes of 57% and 43% respectively. In January 2011, Wataniya Mobile Palestine a member of Ooredoo group successfully completed a public listing of its shares representing 15% of its share capital. The current ownership

structure has Ooredoo is at 48.45%, the Palestine Investment Fund at 34.03% and 17.52% free float. Ooredoo brings extensive experience in telecommunications through its operations in 14 countries which provide Wataniya Mobile Palestine with the knowledge and expertise to work towards achieving a superior customer experience. As part of its strategy to help build an independent and vibrant Palestinian economy, the Palestine Investment Fund continues to invest in strategic industries such as telecommunications, which includes Wataniya Mobile Palestine. This combination of partners brings the international telecommunications experience, coupled with a drive towards economic change to Palestine, bringing with it employment and business development (Wataniya, 2016).

The second target company is Jawwal, which is the first Telecom company in Palestine, employing almost 887 people. Jawwal was established in 1999. As the leading mobile operator, Jawwal has succeeded in the Palestinian market by reaching more than 2.45 million subscribers in 2012. Since its launch, Jawwal has a leading market share of 81.5% of the Palestinian market. In 2004, for being a pioneer of promoting international standards of preserving the environment in Palestine Jawwal obtained the "Environmental Quality Management" certificate ISO14001. In addition, Jawwal offers international roaming services with more than 391 operators in over 160 countries and has coverage up to 98% of the West Bank and Gaza Strip. Jawwal has an extensive network of 29 stores, more than 1,000 major and primary distributors, and 10,000 outlets in the West Bank and the Gaza Strip serving subscribers in every corner of the country. Also, this mobile company has roaming services for its subscribers when traveling abroad with an extensive roaming network of 436 operators in 170 countries and a coverage level of 98% from the West Bank and Gaza. The political situation has created some difficulties for the operations of Jawwal where as it has always been struggling with the limited frequency allocated by Israel, namely that used by the third-generation technology (3G) (Jawwal Telecom, 2016).

2.2. Description of the Data Analysis

This study utilizes the quantified statistical analysis method to treat the gathered data. The SPSS software is used to yield descriptive analysis of demographic profile of respondents, which shows absolute and relative frequencies. Furthermore, the hypotheses are tested using non-parametric correlation according with the variables nature (ordinal). The Spearman's correlation coefficient and p-values are produced to statistically describe the relation between the independent and dependent variables and to answer to all research hypothesis. According to Evans (1996) the strength values of the correlation coefficient are interpreted as seen below:

- 0.00 to 0.19 is very weak.
- 0.20 to 0.39 is weak.

- 0.40 to 0.59 is moderate.
- 0.60 to 0.79 is strong.
- 0.80 to 1.0 is very strong.

For measuring reliability of the scale, there are three methods: test-retest, alternative forms and internal consistency (Smith & Albaum, 2013). In this research the Cronbach alpha reliability test is applied. If:

- $\alpha > 0.9$ it can be concluded that questionnaires reliability is very good.
- $0.9 > \alpha > 0.8$ it can be concluded that questionnaires reliability is good.
- $0.8 > \alpha > 0.7$ it can be concluded that questionnaires reliability is reasonable.
- $0.7 > \alpha > 0.6$ it can be concluded that questionnaires reliability is weak.
- $\alpha < 0.6$ it can be concluded that questionnaires reliability is inadmissible.

Table 3 shows the internal reliability for the third group of questions presented in the questionnaire. The first-time Cronbach's Alpha was measured for all items in section 3 of the questionnaire and was done after 2 items were inverted in scale, because they are phrased in the negative form; these 2 statements are item 3.26 "*Too much workload negatively affects my performance*" and item 3.29 "*I do not receive fair rewards (in any form) relative to others in the organization*". The second Cronbach's Alpha test was done after items 3.18 and 3.26 were deleted and their corresponding statements respectively are "*Too much workload negatively affects my performance*" and "*I always have to refer back to my manager / supervisor before making a decision*". The third Cronbach's Alpha test was done after item 3.24 was deleted, in addition to the previous ones, and the statement of the item is "*My office environment is comfortable and enables me to perform my job well*". Since all three Cronbach's Alpha values are higher than 0.9 it is concluded that the reliability of the items used in this study is high. For future studies should only be used 33 items once was produced an internal consistency higher, in this part of the questionnaire.

Table 4. Reliability statistics

Cronbach's Alpha	Number of items
0.903	36
0.913	34
0.914	33

3. Presentation and Analysis of Results

In this section the questionnaire answers of the participants are studied and analysed through a variety of display graphs, bar-charts, pie-charts, and frequency distribution graphs. This examination of the data helps to provide a meaning from the information of all sections of the questionnaire.

3.1. Sample Profile

The first table below shows the total percentage of questionnaires answered and retrieved and as well as the percentage gender distribution of the respondents. Is possible to observe, including the both enterprises, that almost 42% of the respondents are female and 58% are male.

Table 5. Gender distribution

Response rate	Male	Female
90%	58.3%	41.7%

The figure below shows how long the employees have worked at their companies (Figure 4). Most of the respondents of 36.2% have 1-3 years of work experience at their company, a considerable percentage of 26% have 5 or more years of experience and the lesser combined percentages of 21.2% have 1 year or less. This is important because the information received in this study are mainly from employees that have worked for a mid-term to long-term at their company, so they have experienced almost everything and undergone the yearly work cycles.

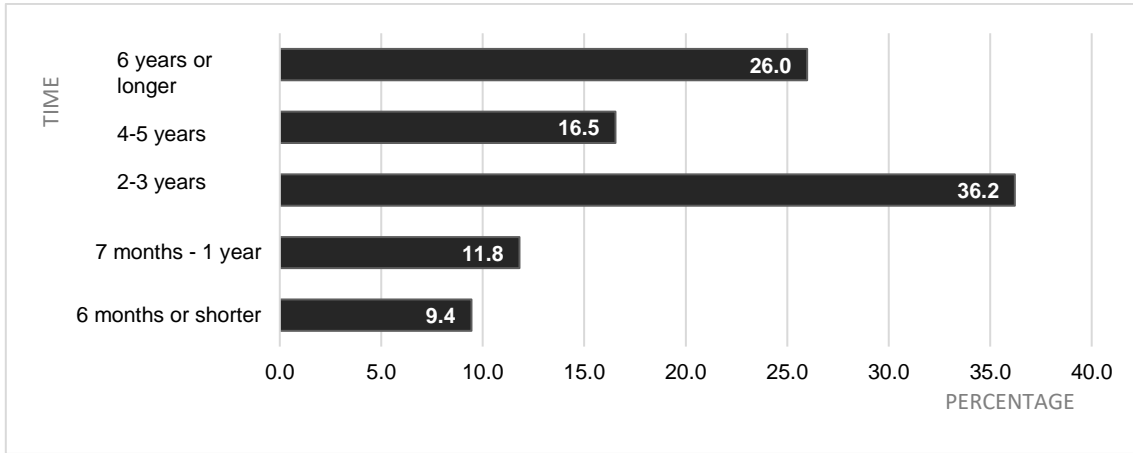


Figure 4. Employee work time at their company

The following figure shows the percentage distribution of employee positions (Figure 5). Many participants (55.1%) from both companies are first line employees or are below the middle level meaning that more than the information collected is relevant to this segment of employees at the corporate hierarchy. However, there is still a decent percentage of 35.5% of the respondents who are either at the supervisor level or higher. This sample size is fairly distributed among employee and manager since most the employees in both companies are not lower than middle management. Although it would have better to get more than the low 0.8% of the top management to more accurately represent their segment.

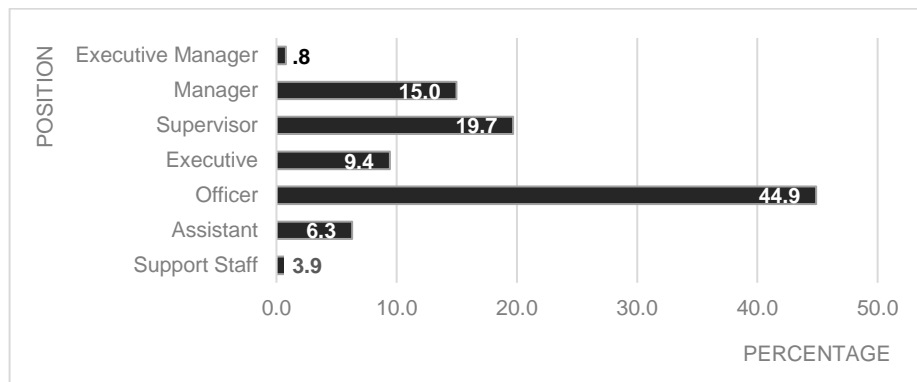


Figure 5. Employee position in their company (both companies)

The percentage distribution of employee satisfaction with decision making is illustrated (Figure 6). The chart below illustrates the percentage of employees of both companies who are either satisfied or dissatisfied with their involvement in the decision-making process. The highest number is 46% of

all the employees agree and are satisfied with their involvement, however this number is still lower than half of all the total employees. This indicates that almost half (48%) of all employees are not satisfied or are neutral about the matter.

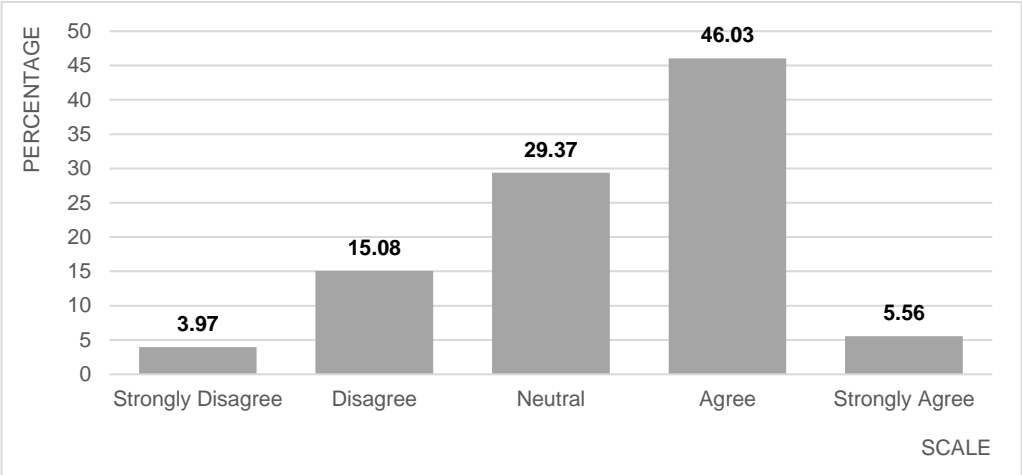


Figure 6. Employee decision making satisfaction

To measure the magnitude of satisfaction with encouragement from management the below figure is constructed (Figure 7). After examining this figure, it is concluded that the majority of both company employees (60.3%) receive encouragement from their perspective management. This result show means that both companies are doing well in encouraging their employees to perform better.

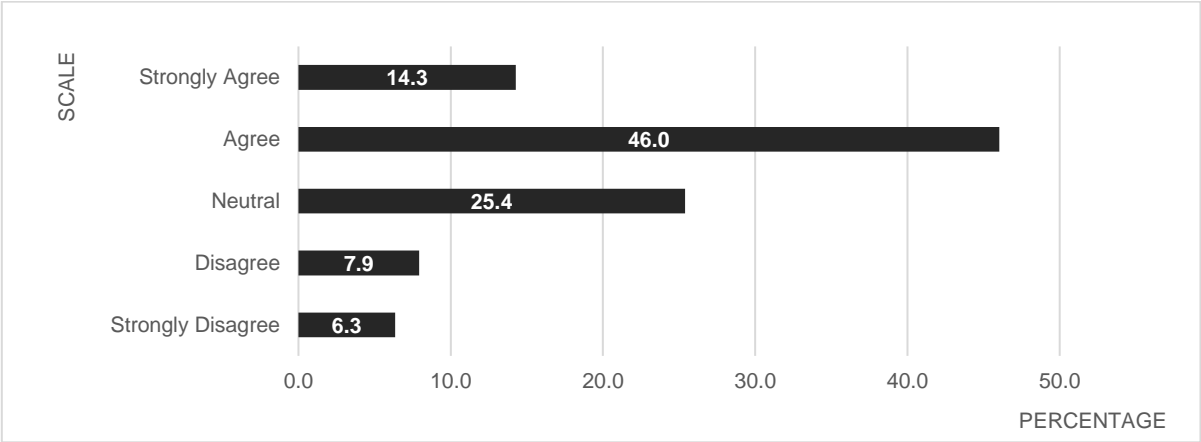


Figure 7. Encouragement from management

The below figure shows the measures of the employee satisfaction with the relationship between rewards and penalties received (Figure 8). It can be understood from this chart that the greater percentage (51.3%) of all employees in both companies feel that the penalties for failure are greater than the rewards for success. This is important because it could negatively affect employee performance since they will feel discouraged and frightened in the case they fall a little short of their deadlines tasks, and mistakes they could make. This fact can cause the employees to be nervous and constantly be on edge which could negatively affect their self confidence in performance and behaviour. Furthermore, this could indicate that management highlights and responds more to failures and mistakes than to reward success and accomplishment. Ultimately employees may decide that the rewards for are not worth it for them to strive and accomplish at their jobs, since by doing so they could make mistakes and be punished more heavily than rewarded.

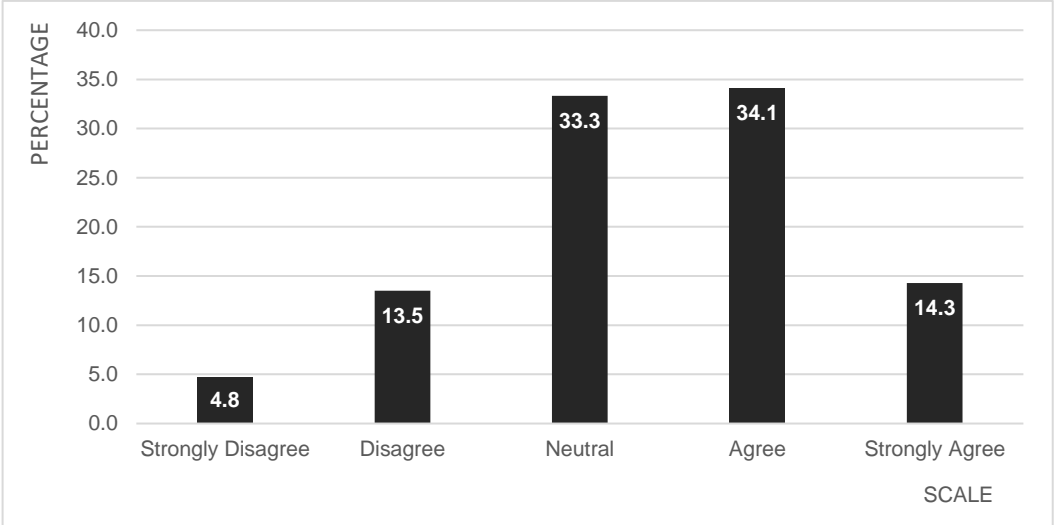


Figure 8. Rewards and penalties

The following chart reveals the frequency of training received linked with how long an employee worked at the company. Before examining the various aspects of the training programs, it would be prudent to look at how many of the employees in both companies received training in the first place. From the below chart, it is evident that most of the employees received training regardless of their working time at their company. Understandably the highest percentage 81.9% of trained employees are those that worked the longest at the company of 5 years or more. The rest of the employees that worked less than 5 years all have high training percentages. The training coverage situation in both companies is inclusive and widespread across its employees reaching the majority of 64.18% of all employees, but still the ideal scenario would be that all 100% of all employees be trained covering all the work periods at the company.

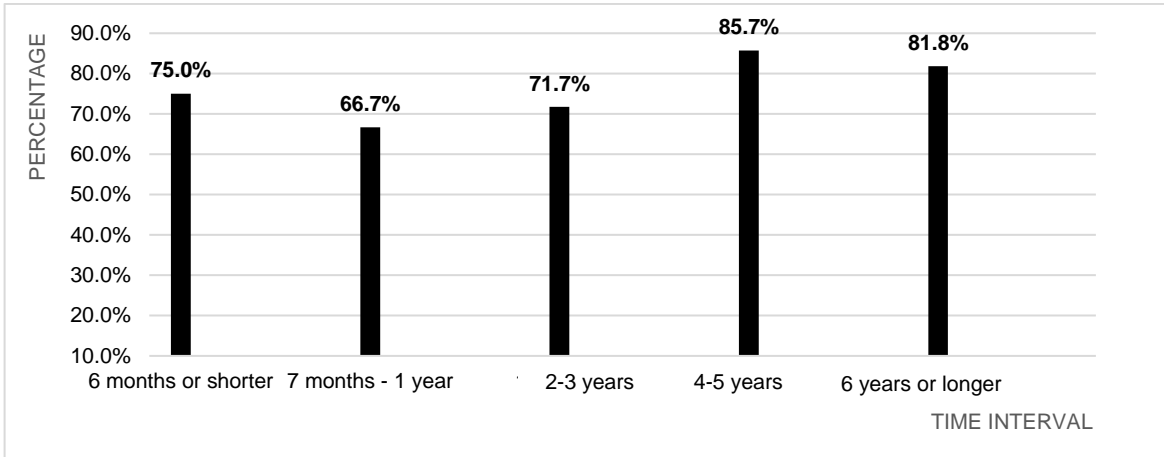


Figure 9. Company work time and received training (both companies)

To gain the understanding regarding the knowledge of employees knowing how they are selected for training the information beneath is presented (Figure 10).

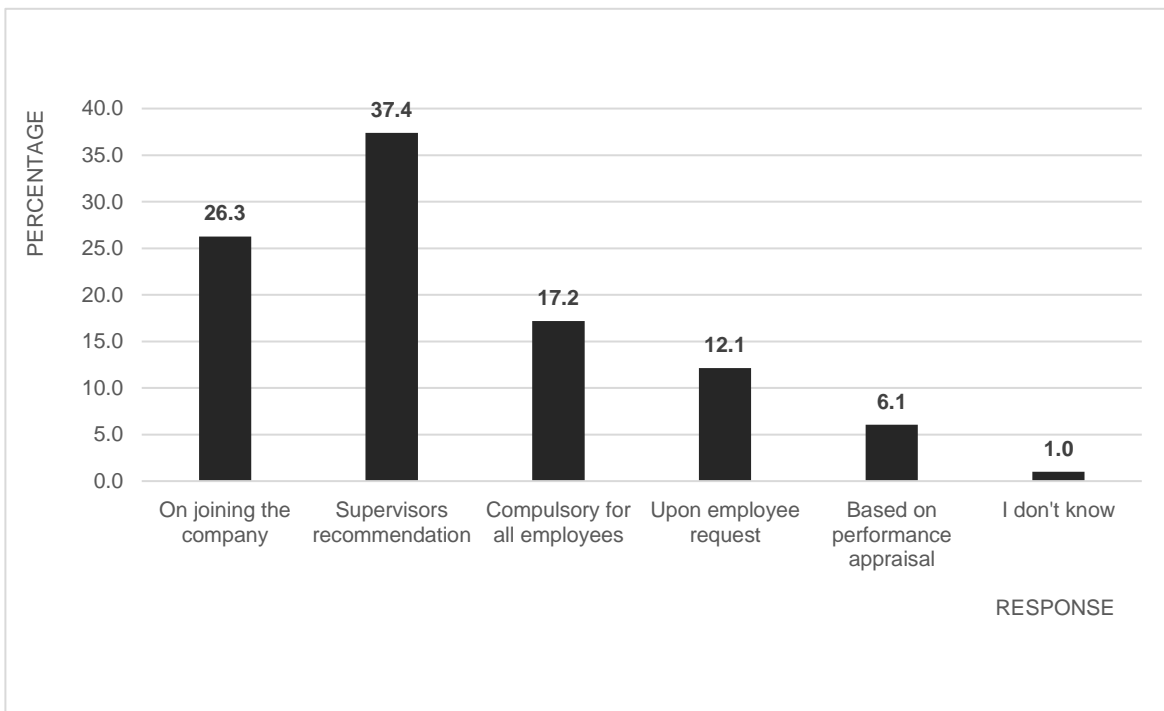


Figure 10. Training selection process (both companies)

The above diagram shows the percentage of how employees are selected for training in both companies. It is observed that as much as 37% of employees are trained due to the recommendation of their supervisors. The supervisors are close their employees they observe their performance and then issue recommendations to either improve poor performance or to learn new skills. A low

percentage of 26% are trained upon first joining the company, this percentage should be much higher if not close to 100%. Also, a small percentage of 12% are trained upon the request of the employees themselves, this number is concerning and should also be much higher. Since, when an employee feels the need that he or she should improve or learn new things to do their job they should be taken seriously.

The following figure shows the percentage frequency distribution of the training methods employed (Figure 11). Looking at the different training methods used in both companies. Mostly training sessions are discussions 63%, presentations 53%, and lectures 52%. Seminars being more elaborate and expensive and in more need of coordination and arrangement are the lowest percentage of 22%.

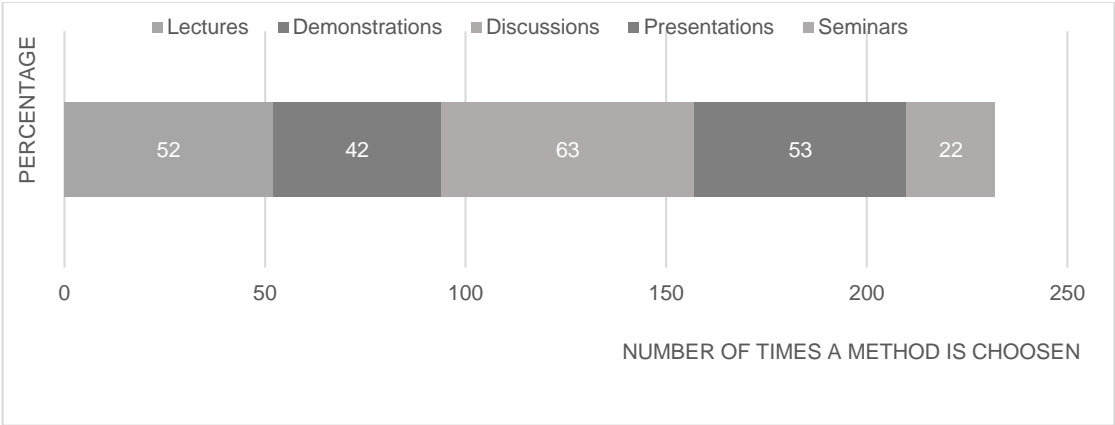


Figure 11. Training Tools (both companies)

This pie chart displays the respondent’s answers if the training methods affect their skills (Figure 12). Most employees in both companies 88% agree that the training methods and tools shown in the previous chart have an impact on the skills to be learned in the training process.

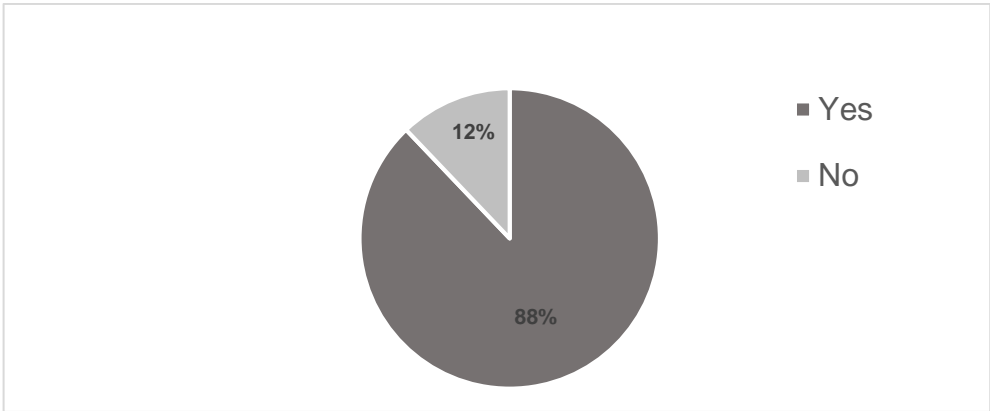


Figure 12. Impact of training tools on skills

The next pie chart shows the percentage distribution in response to if the training was extended if necessary (Figure 13). Looking at this pie chart it is understood that almost half (49.3%) of all employees in both companies have their training sessions extended when needed. Ideally the number should be higher than this, because sometimes the initially allocated time for training is not enough, and longer periods are needed to fully complete the training. If the time is not extended when needed the trainers may rush through the session and omit some of the information to finish up on time. Which of course negatively effects the quality of training and hence performance as well.

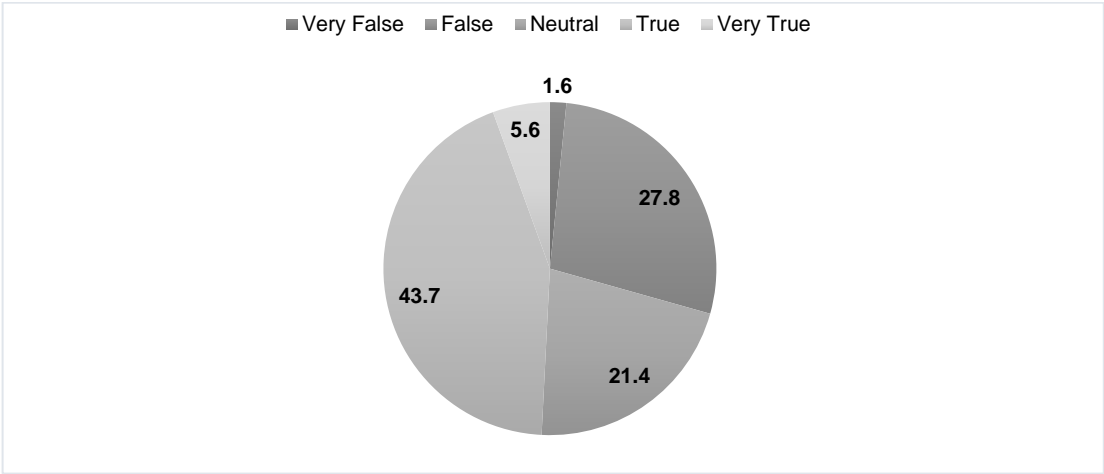


Figure 13. Extension of training

This figure shows the percentage approval of the training methods and locations (Figure 14). It's evident that most employees of both companies (70.6%) are happy about the where and how they receive their training. The fact that the training locations and methods used are suitable contributes

to both the efficiency and the costs of the training programs. While some training programs need to be hosted at outside locations like hotels, other centres, and even other countries; it is best that training take place at the company premises when possible and applicable to save traveling time and costs.

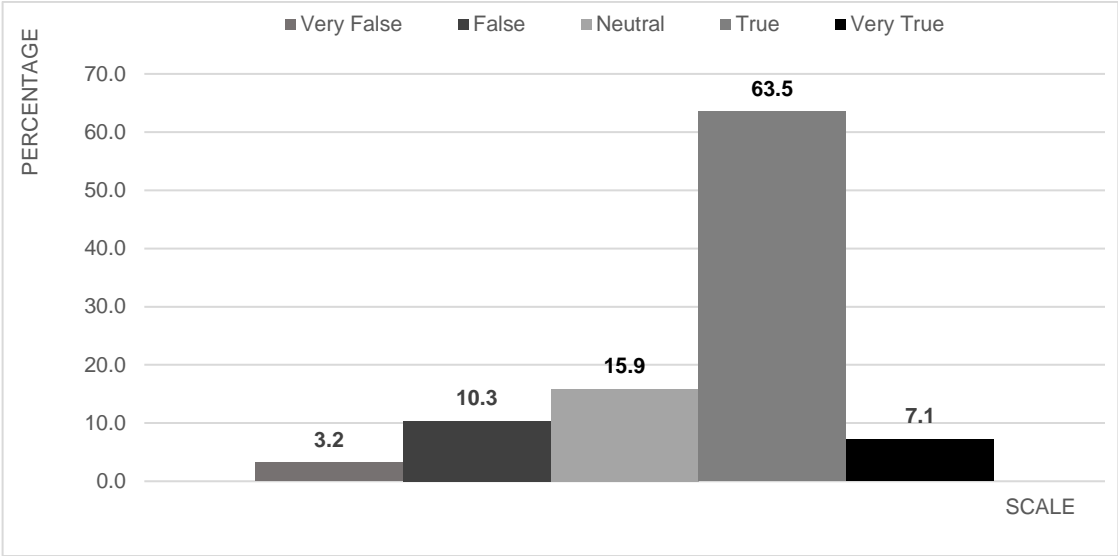


Figure 14. Training methods and locations, in%

The following chart displays the cross-percentage effect of training tools on employee skills with their performance (Figure 15). Following up on the impact of training tools on employee performance and skills we can observe that 94.3% of all employees say that the training tools impact their skills and improve their performance. While 5.7% say that the training tools do not impact their skills but however still improve their performance. Surprisingly 63.6% say that the training tools do not impact their skills and their performance, this result is most likely due to the employees themselves not fully benefiting and learning from the training programs or due to the low quality of the training programs. In the next representation, we will exam in the quality of the training programs.

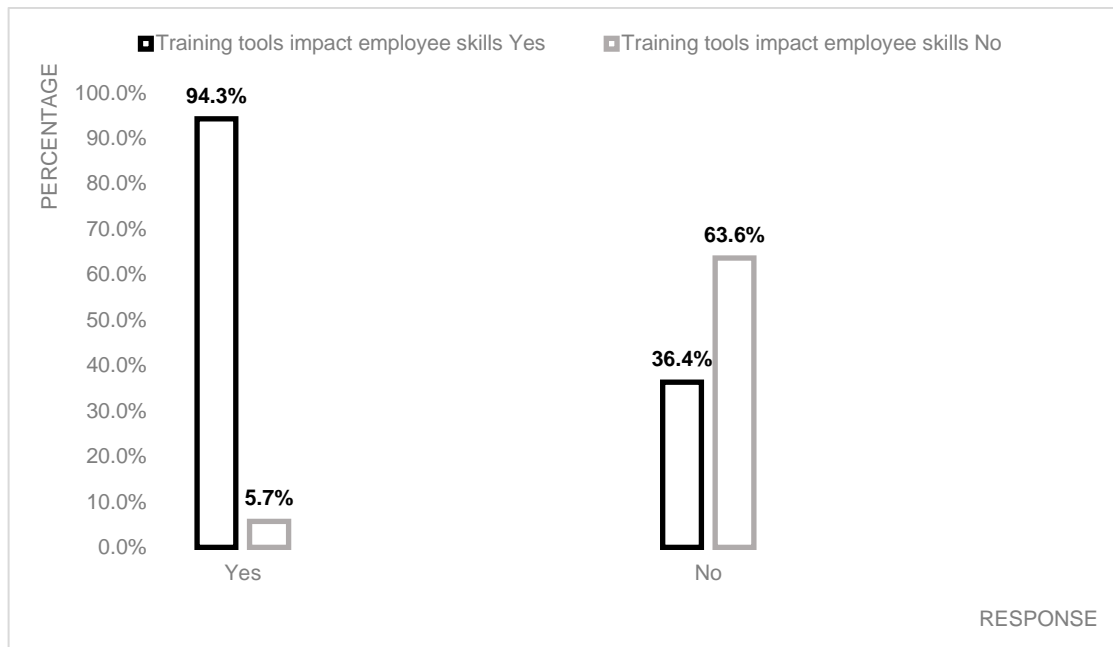


Figure 15. Impact of training on performance (both companies)

The next bar chart demonstrates the assessment of the quality of training programs (Figure 16). It is possible to observe that 64.6% of employees in both companies rated the quality of the training programs good or higher, and this is a good indication that the training they received is working and relevant. Going back to the previous result about training tools not impacting and not improving performance, it can observe that 35.4% of all employees rated the training quality average or lower, and this partly accounts for the previous mentioned result.

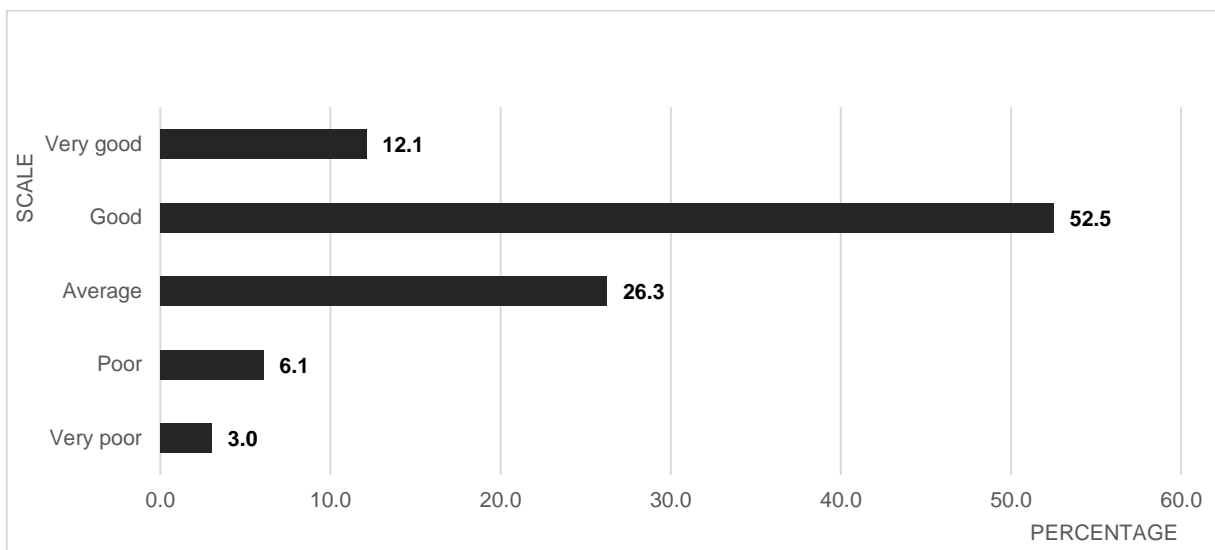


Figure 16. Quality of training, in %

The figure below illustrates the relevancy of the training received. From the below illustration, it is visually seen that the majority of 61.6% out of all employees think that the training they are receiving are relevant in terms of skills and knowledge learned to their jobs. However, there is still a considerable 18.2% that think their training is not relevant or even not relevant at all, this is a major problem for the companies. Not only they are wasting their resources on irrelevant training but also the employees are not being educated on the specific required skills and information for them to best perform their jobs. Ultimately this leads to less than optimal performance.

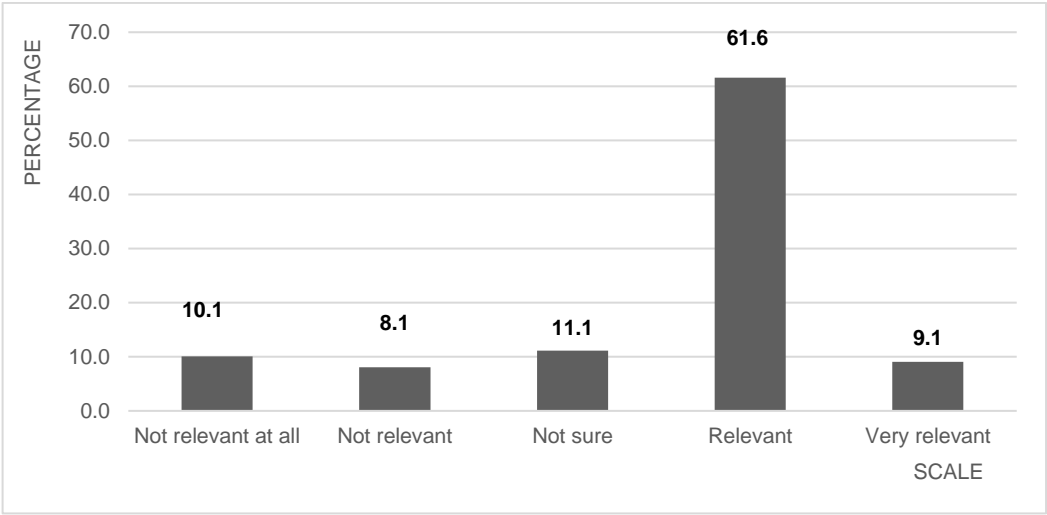


Figure 17. Relevance of training (both companies), in %

3.2. Performance Factors

The next chart presents the percentages distribution of employees checking with their supervisors before making decisions (Figure 18). The top figure relates to employee empowerment and the delegation of authority to make decisions. In the case for both companies 46% of employees must check with their supervisors before making decisions. This means that the work process can be slow and the bureaucracy can cause performance issues especially in terms of how fast the job can be done. The added delay of referring back to supervisors can also cause unnecessary waste of time and resources within the organization particularly when it comes to routine and small decisions. Employees should be empowered allowed to make more decisions on their own to the best of their knowledge and judgement

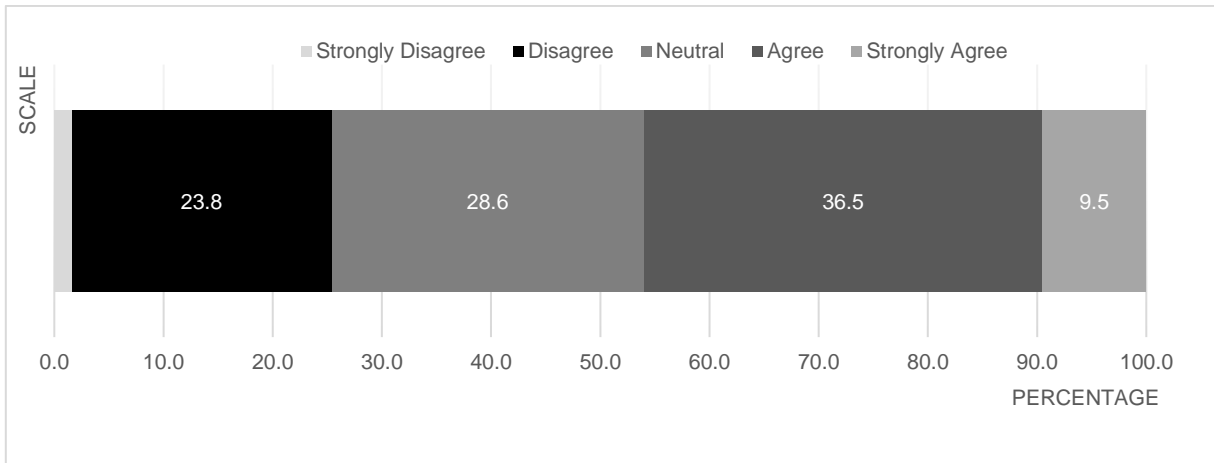


Figure 18. Referring to supervisor

This pie chart, presented below, explains the percentage impact the work environment has on performance (Figure 19). This comprehensive pie chart shows how by how much the performance of employees in both companies are effected by their work environment. If an employee is effected by the work environment it can either be a positive or a negative effect. The employees rated the magnitude of this effect based on their own personal work experience, and therefore the positive and negative effect percentages are so widely distributed. The highest percentage of 23.9% reported that their work environment is comfortable and enables them to do their job +51% better, reflecting the favourable position for the company and employee performance. The collective 58.1% of all employees have their performance improved by at least 1% or more, which again signals that most employees in their respective companies have good working conditions. But there is still a decent percentage of 15.4% of all employees that have their performance by -50% which is a lot. Moreover, the combined percentage of 26.5% have their performance reduced by at least -19%. These numbers signal that there is still a problem with in the companies in terms of optimizing office space and the working conditions, there is room for the improvement of these working conditions that should be done to considerably improve the performance of employees.

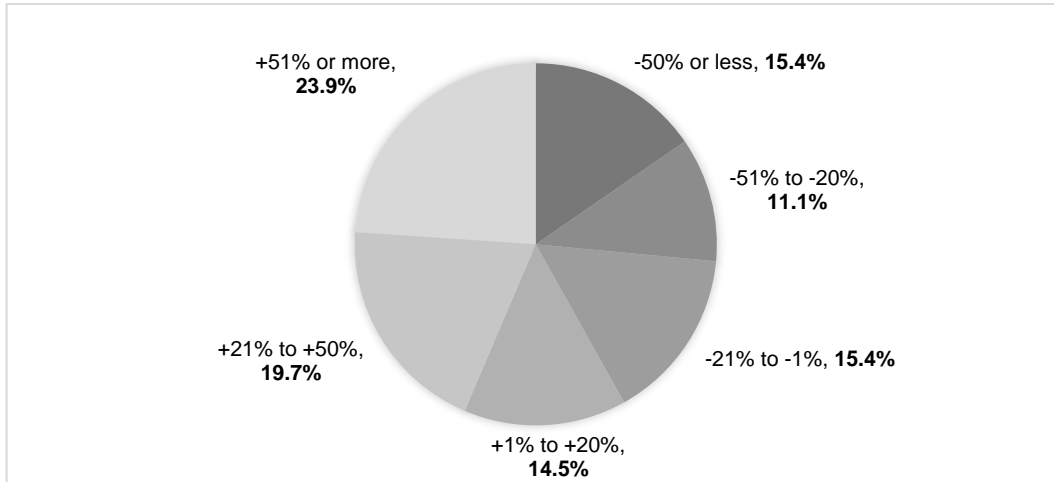


Figure 19. Work environment effect on performance

The next chart shows if the available resources are enough for employees to complete their work (Figure 20). The respondents were asked if they have sufficient resources to perform their job. The results state that although more than 60% of all employees have the needed resources to perform their duties, the remaining 38% either do not have the required resources or do not approve about the current availability of resources. This shows that the companies need to allocate more resources to their employees and enable them to do their jobs accordingly.

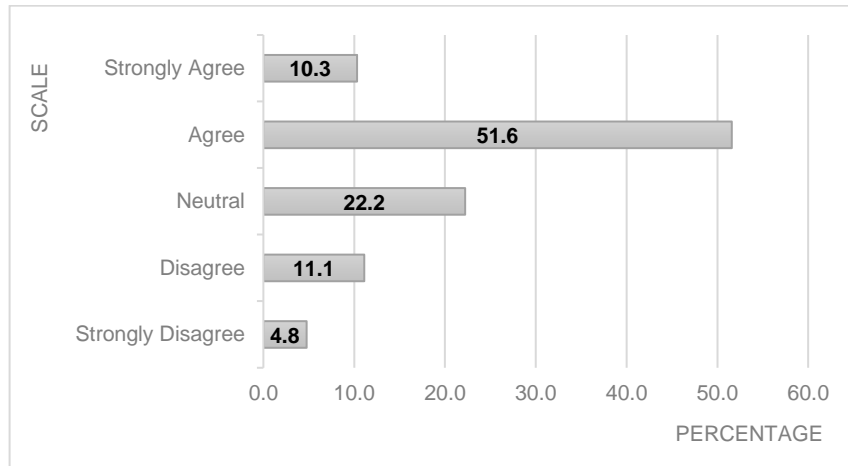


Figure 20. Available work resources (both companies), in %

3.3. Factor Ratings

The web-chart below shows a side-by-side comparison of the rating of performance factors for both companies (Figure 21).

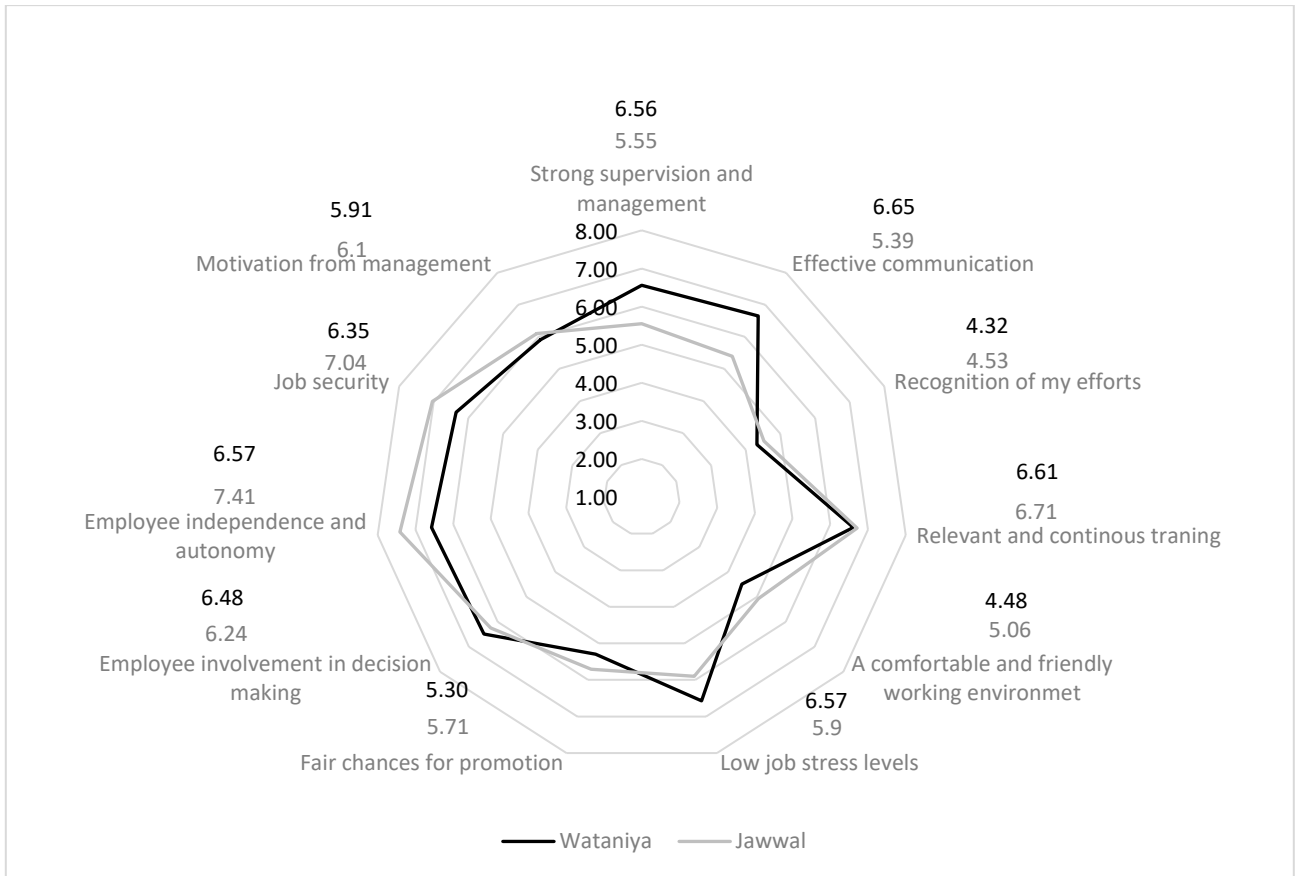


Figure 21. Factor importance rating

The above diagram depicts the rating results of the relevant factors that influence employee performance. The respondents rated 11 of the factors by the following magnitude of linear scale of importance: The most important is number (1) and the least important is number (11). The lower a factor was numbered the more valued it means to the employee. Results for each company separately are displayed in the diagram as the mean of the total ratings. All the means of the rated factors are in the range of 4.32 – 7.41 which indicates that these factors have a degree of importance to the employees. In the case of the employees of Wataniya they rated recognition of efforts as the most important factor that affects their performance with a mean of 4.32. Interestingly the employees of Jawwal also rated recognition of efforts as the most important factor to them too with a value

mean of 4.53. More over the second most important factor for both companies is also the same which is a comfortable working environment with mean values of 5.06 for Jawwal and 4.48 for Wataniya. The other factors are rated differently for each of the companies. Jawwal employees rated employee independence as the least important factor with a mean of 7.41, while Wataniya employees rated effective communications as the least important factor with a mean of 6.65.

The bar chart below displays the total means rating the performance factors for both companies (Figure 22). This bar chart summarizes the factor ratings for both companies with the standard deviation for all the mean values of 0.788. The mean for both companies was lowest (4.42) for recognition of efforts which means it is the most important factor, and the highest mean (6.87) is for employee independence which means it is the least important factor.

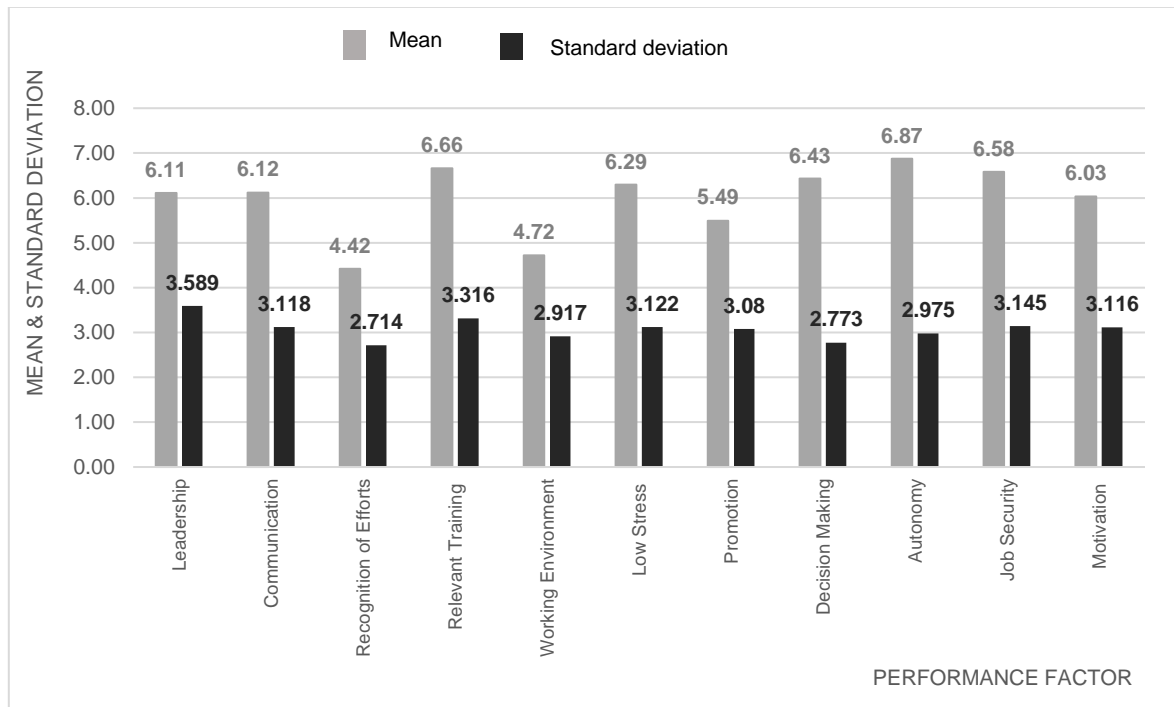


Figure 22. Rating importance of factors

The table below shows a statistical analysis of the factors of performance approval in section 3 of the questionnaire (Table 5). One obvious thing to notice from the results is that all the statements except two have a minimum value of 1 which equates to “strongly disagree”, and one of these statements refers to how important it is for employees to see the results of their work. In addition, this statement scored the highest mean of all that is 4. 24 points (standard deviation of 0.742) and correspond to the item “It is important for me to see the actual results of my work”. This means that it is the item with highest value in terms of employee “agreeableness” or in other words it is the most

desired thing the respondents most commonly chose closest to “Agree”. The standard deviation of 0.742 means that from the answer of one respondent to the other their choice was either (+) or (-) 0.742 away from the average mean, and this means the result would be either “Neutral” or “Strongly Agree”. The second statement is about employees receiving the respect they deserve from colleagues with the second highest mean value of 4.09 points (standard deviation 0.607). This value means that on average of all of the participants they selected that they “Agree” that they do in fact receive the respect they deserve from their colleagues. In addition, this item received the lowest standard deviation value of 0.607, meaning that it is the most consistent and most similarly choose from one employee to the other. On the other hand, the statement with the lowest mean scored is the one referring to employees being fairly rewarded for the work in relation to others in the organization with a value of 3.02 points (standard deviation 1.088). Furthermore, this item received the highest standard deviation value, and so it can be understood that for all answers of the respondents this factor is the least consistent or stable. In this case, it can vary from one employee to the other by one complete measure of “agreeableness” resulting in answers away from the mean of “Disagree” and “Agree”. There are only two statements that have a minimum value of 2, they correspond to the respect employees receive from their colleagues and the importance employees need to see the results of their work. This means that zero out of all respondents selected that they “strongly disagree” with these statements, and at least they selected “disagree”.

Table 6. Factors of performance factors approval

Statement (Item)	Minimum	Maximum	Mean	Standard Deviation
I am self-motivated	1	5	3.94	0.887
I am well trained in my work	1	5	3.48	0.977
I am clear about my duties and responsibilities	1	5	3.93	0.850
I receive the respect I deserve from my colleagues	2	5	4.09	0.607
At work the rewards for success are greater than the penalties for failure	1	5	3.40	1.044
The managers and supervisors encourage and inspire me at work	1	5	3.54	1.040
The feedback I receive from management is positive (includes appraisal and constructive criticism/useful suggestions)	1	5	3.65	0.906
I grow both personally and professionally from learning new skills and information at work	1	5	4.01	0.834
It's easy for me to make suggestions and voice my concerns to management	1	5	3.62	0.928
Management appreciates and considers my suggestions	1	5	3.55	0.935
I am fairly rewarded for the quality of my work	1	5	3.40	0.931

Table 5. Factors of performance factors approval (continuation)

Statement (Item)	Minimum	Maximum	Mean	Standard Deviation
I have the tools and resources required to do my job well	1	5	3.52	0.986
I feel encouraged to think of new ways of doing my tasks and duties	1	5	3.53	0.892
The company informs us well about issues and policies that affect us	1	5	3.41	0.940
I am satisfied with the information given to us by management	1	5	3.25	1.021
I am satisfied with my involvement in making decisions that affect my work	1	5	3.34	0.939
I am encouraged to share my ideas, plans, and goals with my management	1	5	3.96	0.741
I always have to refer back to my manager/supervisor before making a decision	1	5	3.29	0.987
I perform better when I have the opportunities to make more decisions on my own	1	5	3.94	0.741
I encourage and participate in teamwork	1	5	3.96	0.794
It improves my performance when my job tasks are varied and sometimes redesigned	1	5	4.01	0.853
I have job security and this makes me more motivated to work	1	5	3.60	0.956
There are fair promotion opportunities for me	1	5	3.12	0.968
My office environment is comfortable and enables me to perform my job well	1	5	3.54	1.040
I can meet the demands of the job well with the resources and time provided to me	1	5	3.48	0.953
Too much workload negatively affects my performance	1	5	3.73	1.061
My work is meaningful and this encourages me to work harder	1	5	3.76	0.898
It is important for me to see the actual results of my work	2	5	4.24	0.742
I do not receive fair rewards (in any form) relative to others in the organization	1	5	3.02	1.088
It is better for my performance that information within the organization is passed quickly and accurately	1	5	3.92	0.873
The strong relationship with my manager/supervisor helps me do my job better	1	5	4.02	0.853
Job rotations advances my skills and betters my performance	1	5	3.85	0.921
I feel valued at work	1	5	3.65	0.833
My relationship with supervisor is helps me be more productive	1	5	3.95	0.847
I can always talk with my workmates if I have work related problems	1	5	3.83	0.817
My organization will promote me based on my work abilities	1	5	3.58	0.924

3.4. Hypothesis testing

In order to answer the main objective of this current research it will be carried out the results for each research hypothesis, in accordance with the explanation presented in section 2.1, Table 1 and Figure 3. For that it was used the Spearman's rho correlation coefficient once the nature of all variables is qualitative measured in an ordinal scale.

3.4.1. First hypothesis

H₁: Strong management and motivation does have an effect on employee performance.

- Dependent variable:
 1. The strong relationship with managers helps employee performance.
- Independent variables:
 1. The feedback received from management is positive and useful.
 2. Managers encourage employees.

Table 7. Employee manager relationship with feedback & encouragement

Jawwal				
Dependent variable	A strong employee-manager relationship	Spearman's coefficient	P-value	n
Independent variables	Feedback received from management.	0.235*	0.041	76
	Encouragement received from management	0.257*	0.025	76
Al Wataniya				
Dependent variable	A strong employee-manager relationship	Spearman's coefficient	P-value	n
Independent variables	Feedback received from management.	0.265	0.063	50
	Encouragement received from management	0.335*	0.018	50

Note: *, correlation is significant at 5% level of significance.

The results for both companies in the table above show that both exploratory variables have a weak positive relationship with the dependent variable. However, there is 95% certainty that when an employee receives both more feedback and encouragement from management, the relationship between the employee and the manager will be stronger. Even though both independent variables

have a weak positive relationship with the dependent one is evident that the relationship is positive and statistical significant. So, it is possible to conclude that a strong management, feedback and motivation does have an effect on employee performance.

3.4.2. Second hypothesis

H₂: The employee-manager relationship does have an effect on employee performance.

- Dependent variable:
 1. The employee’s relationship with their managers helps them be more productive.
- Independent variables:
 1. Motivation from management.
 2. The importance of strong supervision.

Table 8. Relationship productivity and management motivation

Al Wataniya				
Dependent variable	A productive employee-manager relationship	Spearman’s coefficient	P-value	n
Independent variables	Management motivation	-0.081	0.577	50
	Strong supervision	0.022	0.880	50
Jawwal				
Dependent variable	A productive employee-manager relationship	Spearman’s coefficient	P-value	n
Independent variables	Management motivation	-0.179	0.122	76
	Strong supervision	-0.33	0.779	76

The results presented in the previous table, for both companies, are inconclusive and no statistical significant relationship between the dependent and independent variables can be proven.

3.4.3. Third hypothesis

H₃: Employee involvement in decision making does have an effect on their performance.

- Dependent variable:
 1. The employees perform better when they can make their own decisions.
- Independent variables:
 1. Employees are satisfied by their decision-making effecting their work.
 2. The importance of employee involvement in decision making.

Table 9. Employee involvement and satisfaction in decision making

Al Wataniya				
Dependent variable	Employee independent decision making	Spearman's coefficient	P-value	n
Independent variables	Employee satisfaction regarding their decision making	-0.006	0.968	50
	Employee involvement in decision making	-0.043	0.765	50
Jawwal				
Dependent variable	A strong employee-manager relationship	Spearman's coefficient	P-value	n
Independent variables	Employee satisfaction regarding their decision making	-0.16	0.891	76
	Employee involvement in decision making	0.044	0.703	76

For both companies the outcome of the table above is inconclusive and no statistical significance between the dependent and independent variables can be proven.

3.4.4. Fourth hypothesis

H₄: A comfortable office environment making does have an effect on employee performance.

- Dependent variable:
 1. If the office environment effects performance.
- Independent variables:
 1. A comfortable office environments helps work performance.

Table 10. Office environment and performance

Al Wataniya				
Dependent variable	Office environment and performance	Spearman's coefficient	P-value	n
Independent variables	Comfortable office environment	0.211	0.141	50

Jawwal				
Dependent variable	Office environment and performance	Spearman's coefficient	P-value	n
Independent variables	Comfortable office environment	0.231*	0.045	76

Note: *, correlation is significant at 5% level of significance.

For Wataniya company the results of the table above are inconclusive and no statistical significance between the dependent and independent variables can be proven. For the second company, Jawwal, there is a weak positive relationship but a statistical significant one between the independent variables and the dependent one. There is 95% certainty that when an office environment is more comfortable it will affect the performance of the employees in their work environment. A more comfortable office environment conducts to a better performance of the employee.

3.4.5. Fifth hypothesis

H₅: Recognition of efforts does have an effect on employee performance.

- Dependent variable:
 1. The employee feels valued at work.
- Independent variables:
 1. The employee is fairly rewarded for his or her quality of work.
 2. The importance of recognizing the efforts of employees.

Table 11. Effort recognition and rewards

Al Wataniya				
Dependent variable	Employee is valued at work	Spearman's coefficient	P-value	n
Independent variables	Employees are fairly rewarded	0.238	0.096	50
	Recognition of employee efforts	0.161	0.263	50

Jawwal				
Dependent variable	Employee is valued at work	Spearman's coefficient	P-value	n
Independent variables	Employees are fairly rewarded	0.278*	0.015	76
	Recognition of employee efforts	0.131	0.259	76

Note: *, correlation is significant at 5% level of significance.

It is understood from the above information that, for the company Jawwal, there is a positive but weak relationship between the independent and dependent variable regarding fair employee rewards. This statistical significance means that, with 95% confidence, when an employee is fairly rewarded, he or she will feel more valued at work. As for the other independent variables, other than the recognition of employee efforts, there are no more statistical relationships of significance for both companies.

3.4.6. Sixth hypothesis

H₆: Training does influence employee performance.

- Dependent variable:
 1. Training improves job performance.
- Independent variables:
 1. Training is based on knowledge and skills needed for the job.
 2. Quality of training programs.
 3. Relevance of training programs.
 4. Need for further training.

Table 12. Training and performance

Al Wataniya				
Dependent variable	Training improves job performance	Spearman's coefficient	P-value	n
Independent variables	Training is based on skills needed	-0.475**	0.002	40
	Quality of training programs	-0.369*	0.019	40
	Relevance of training programs	-0.179	0.270	40
	Need for additional training	0.728**	0.000	40
Jawwal				
Dependent variable	Training improves job performance	Spearman's coefficient	P-value	n
Independent variables	Training is based on skills needed	-0.374**	0.004	57
	Quality of training programs	-0.254	0.054	58
	Relevance of training programs	-0.464**	0.000	58
	Need for additional training	0.097	0.467	58

Note: *, correlation is significant at 5% level of significance and **, correlation is significant at 1% level of significance.

A conclusion different than the one expect from the literature is drawn based on the above table. In the case for Wataniya company, the negative values of the Spearman's coefficient mean that there is a moderately negative relationship between the independent variable of basing training on the skills needed and the dependent variable. Thus, there is 99% certainty that when training is based on the skills needed it will not improve job performance and this is a surprising result. There is also a weak and negative relationship between the independent variable the quality of training and the dependent variable. Hence, there is a 95% certainty that the better the quality of the training programs the less training will improve performance, and again this too is an unexpected result. However, there is a strong and positive relationship with statistical significance between the need for training and the dependent variable. With 99% certainty that the more employees need more training, the better this training will improve their performance.

In the case of Jawwal the results also contradict the literature. There is a weak and negative relationship between basing training on the needed skills and the dependent variable. Meaning, there is 99% certainty that when training is based on skills, the less training will improve job

performance. Moreover, there is a moderate and negative relationship between the relevance of the training programs and the dependent variable. Meaning, there is a 99% degree of certainty that the more relevant the training is, the less it will improve performance.

3.4.7. Seventh hypothesis

H₇: Job rotation does influence employee performance.

- Dependent variable:
 1. Employee performance is improved when job tasks are varied.
- Independent variables:
 1. Job rotation advances skills.

Table 13. Performance and Job task variation

Al Wataniya				
Dependent variable	Employee performance in job task variation	Spearman's coefficient	P-value	n
Independent variables	Job rotation advances skills	0.384**	0.006	50

Jawwal				
Dependent variable	Employee performance in job task variation	Spearman's coefficient	P-value	n
Independent variables	Job rotation advances skills	0.266*	0.020	76

Note: *, correlation is significant at 5% level of significance and **, correlation is significant at 1% level of significance.

In the case of Wataniya company the results show that there is a weak and positive relationship between the independent variable and the dependent variable. This allows to conclude that there is a 99% degree of certainty that when job advancing skills occur, employee performance will be improved. In the case of Jawwal company there is a weak and positive relationship between the dependent and independent variables. It can be understood that there is a 95% certainty level that the more job rotation advancing skills there are, the more this variety in job tasks will improve employee performance.

Table 14. Hypothesis results summary

Hypothesis	Wataniya Status	Jawwal Status
<i>H₁: Strong management and motivation effects employee performance</i>	Positive statistical significance	Positive statistical significance
<i>H₂: Employee-manager relationship effects employee performance</i>	No statistical significance	No statistical significance
<i>H₃: Employee involvement in decision making influences their performance</i>	No statistical significance	No statistical significance
<i>H₄: A comfortable office environment effects employee performance</i>	No statistical significance	Positive statistical significance
<i>H₅: Recognition of efforts effects employee performance</i>	No statistical significance	Positive statistical significance
<i>H₆: Training impacts employee performance</i>	Negative statistical significance	Negative statistical significance
<i>H₇: Job rotation impacts employee performance</i>	Positive statistical significance	Positive statistical significance

Conclusions, Limitations and Future Research Lines

There are many various factors that impact employee performance. The degree to which these factors effect employee performance differs from one company to the other. The major factors focused on in this study fall under the following main categories:

1. Management and motivation.
2. Employee-manager relationship.
3. Work and office environment.
4. Employee involvement in decision making.
5. Employee training.
6. Job rotation.
7. Recognition of efforts.

Based on the data analysis and hypothesis testing the following is concluded:

1. Employees of both companies value that recognition of their efforts is the most important factor that effects their performance, since it is rated the highest among all others.
2. For employees of both companies it is concluded that the strong relationship and motivation from their managers does have a positive effect on their performance.
3. For employees of both companies it is ascertained that their satisfaction with their involvement in decision making does not significantly affect their performance.
4. For only one of the two companies that is Jawwal, the office environment does have a positive effect on the performance of its employees.
5. For only one of the two companies that is Jawwal, it is determined that the recognition of efforts does have a significant positive effect on the performance of employees.
6. For employees of both companies it is concluded training has a negative significant effect of the performance of employees.
7. For employees of both companies it is established that job rotation has improve the performance of employees positively.

After reading the answers to the open-ended questions regarding the improvement of training and employee performance the following conclusions are reached:

1. Employees want more training that is relevant and specific to their own individual job tasks and positions.
2. Employees want to be valued and thanked for a job well done.

3. Employees demand training expenses to be covered.
4. Employees would like a fair chance to be promoted.
5. Employees hope for less workload.
6. Employees simply want more monetary rewards.
7. Employees desire there to be practical tasks when trained.
8. For training employees ask for outdoor sessions.
9. Employees ask for recognition for their efforts.
10. Employees want more motivation from management.
11. Employees would like to be more involved in making decisions.
12. Employees wish for training to happen more periodically.
13. A few employees asked for a flexible working schedule.
14. Some employees desire more leave days.

Based on the findings and results of this study the following recommendations are suggested:

1. Positive employee performance should be more closely noticed and appraised. This will make the employees feel more valued and recognized and have a beneficiary effect on their behaviour. This can be done through kind words and appreciation for their efforts.
2. The employee-manager relationship in both companies needs to be strengthened so that it may have a significant positive effect on the performance of employees. One way to help achieve this is to build trust and rapport between manager and employee. The relationship should be founded on the mutual understanding of the best way of completing the job, without being confined in the traditional subordinate-manager role constriction. Managers may begin forming this strong relationship with their employees starting at day 1 of them starting work. The newly hired employees should be given sufficient orientation materials to cover the vision, mission and values of the company, in addition to job-specific information about duties and current goals. Managers should also set job realistic expectations that will help reduce potential conflict levels in the future.
3. Employee engagement must be supported from the top levels of management of both companies. Leadership should be committed in supplementing employee engagement at other levels in the organization. It is lead-on by establishing a two-way communications stream between employees and management. To transfer the information needed about what decisions and authorities are required to be within the authority of employees themselves. In this case the completion of job duties can be hastened. Furthermore,

employees will have a say and a voice about issues concerning their job; this will help management better understand the position of their employees and act accordingly. Also, another positive side effect may occur. That is when management increases their employee's sense of belongingness or loyalty towards their company, by empowering them more.

4. Companies should provide satisfactory opportunities for employee advancement. Both companies are encouraged to promote from within the internal list of qualified employees. When an opening is available especially of higher positions, it is wise to announce to other employees working at the companies. This will send the message to employees that they are entrusted and desired to take on more responsibilities at higher level jobs in the same company, as opposed to always hiring outsiders for this specific job. Employees will then feel that they have a fair chance for promotion.
5. Companies should ensure that employees have everything they need to do their jobs. This is true in the case of both companies. Management must be certain that the employees have enough resources and time required for the completion of job duties. This also includes optimal office designed and a well-suited work environment for everyone.
6. Companies should give employees constant, relevant and appropriate training. Its advised both companies focus on training their employees in terms of job-specific duties that are needed for the job itself. Training should also take place at different time intervals throughout the year, so that the skills and knowledge of employees does not stagnant and is continuously refreshed and improved. Training will help employees know more about their jobs and increase their confidence levels and enable them to do their duties without much needed supervision, and this can improve employee self-sufficiency and free up more resources within the companies.

There are several different shortcomings facing this study:

1. Geographical constrictions: the data sample size collected was focused on the area of West-Bank Ramallah and not inclusive of all branches of both companies;
2. The small data size did not allow to use other statistical tests/methods that would allow a more comprehensive analysis of data;
3. All the collected data is self-reported by the employees which is inherently dependent on their honesty in participating and maybe inaccurate or incomplete;
4. The performance of employees themselves reported is subjective and not derived from the actual performance appraisal results;

5. There are very few participants from the management especially the higher management segment, which skews the results a bit towards the lower levels of organizational hierarchy;
6. There are terms and concepts in the study that are intangible and almost impossible to measure such as “comfortable” feeling “valued” and “recognized” for efforts;
7. There were no official face-to-face interviews conducted which would have provided more in-depth information about the subject;
8. Not all questions and sections of the questionnaires were filled out and answered and there were some missing values;
9. The hypotheses tested may yield misimpressions of program quality or influential factors;
10. This research ignored the monetary impact on employee performance.

Other future studies may wish to explore other variables that may impact employee performance not studied or focused upon in this study such as: employee loyalty, employee emotions, work time flexibility, corporate culture and values, and employee retention, etc. The complete coverage of other geographical locations for both companies is another possible expansion to this study. Moreover, other studies could also study not only the private telecommunications sector but the public sector as well. Since, this study does not include sufficient number of managers, it would be interesting for other studies to include a representative number of managers in their data sample, as well as conduct interviews to supplement to data collection process. Inputs for future papers could be obtained from other sources such as results from the performance appraisal procedure of the companies themselves if possible, this will help to ensure a more accurate data representation. Other independent factors in question such as work environment maybe further dissected and studied in more detail, by focusing on the different sides of these factors. For example, work environment includes office lighting, work spacing, office design, noise and so forth. The effect of different factors on employee performance maybe studied in future studies by examining the “before” and “after” impact of these factors, for instance employee performance could be determined before and after training to compare and assign the value of the training received. Further research could also consider other issues such as other demographic factors and regional tendencies (for e.g. developed and developing countries). Lastly, future studies may explore the degree in which various factors have a different affect in the same company itself from within across its departments and hierarchy levels.

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Appendices



Questionnaire

Survey
Number:

My name is Razi Aqel. I am distributing this questionnaire for my graduation Master's thesis at the Polytechnic Institute of Bragança/Portugal. The purpose of this questionnaire is to identify and understand the major factors affecting employee performance in the private telecommunications sector in Palestine.

Answers will be treated as strictly confidential and will not be distributed to a third-party nor will any acquired company information be publicly disclosed.

Thank you in advance for your time and cooperation!

Content:

In *Section 1*, you are asked general information about yourself and your situation in the company. In *Section 2*, you are asked several true or false statements and multiple choice regarding training. In *Section 3*, your agreeableness about performance factors are inquired about. In *Section 4*, you are to rate the most important performance factors. In the last *Section 5*, you are asked a few open ended questions.

Section. 1 Demographics and personal information

For all multiple choice questions please place an (X) in the circle representing the answer

1. Gender

- Male
- Female

2. Age

- ≤ 20 years
- 21-25 years
- 26-30 years
- 31-35 years
- ≥ 36 years

3. What is your level of education?

- High school or lower
- Diploma
- Bachelor
- Masters
- Doctorate

4. What is your current position?

- Support staff (i.e. janitor, mail man...etc.)
- Assistant
- Officer
- Executive
- Supervisor
- Manager
- Executive Manager

5. How long have you been working at your company?

- ≤ 6 months
- 7 months – 1 year
- 2 – 3 years

- 4 – 5 years
- ≥ 6 years

6. Your work experience at your current job:

- ≤ 6 months
- 7 months – 1 year
- 2 – 3 years
- 4 – 5 years
- ≥ 6 years

7. How stressful is your work environment?

- Not stressful at all.
- Mildly stressful.
- Moderately stressful.
- Very stressful.
- Extremely stressful

8. Does your work environment affect your performance at work?

- Yes
- No

9. If you answered “Yes” in the previous question: By how much can the work environment affect your work performance?

- ≤ -51%
- 50% to -21%.
- 20% to -1%.
- +1% to +20%.
- +21% to +50%.
- ≥ +51%

Section. 2 Training programs

Please circle place an (X) in the circle representing the answer.

1. The training we received is based on what skills and knowledge are needed for us to best do our jobs.

- Very False
- False
- I don't know
- True
- Very True

2. The training programs are suitable in terms of location and methods of learning to meet the learning objectives.

- Very False
- False
- I don't know
- True
- Very True

3. The trainers selected have the necessary qualifications and teaching skills to instruct us.

- Very False
- False
- I don't know
- True
- Very True

4. Training programs are sometimes extended as necessary.

- Very False
- False
- I don't know
- True
- Very True

5. Why do you think employees in your organization are trained? (You may choose more than one)

- To increase the productivity or performance of employees
- To achieve organizational goals
- To invest and increase the quality of employees
- To follow policies that make employee training compulsory

6. Have you had any form of training since you joined the organization?

- Yes
- No

If you have answered "yes" to the question above, please continue with the questions (7-14) below.

7. How were you selected for training?

- On joining the company
- Supervisors recommendation
- Compulsory for all employees
- Upon employee request
- Performance appraisal
- Don't know

8. How often are you trained?

- Quarterly
- Every six months
- Once a year
- Every two years
- No specific schedule

9. What are the methods of the training you have attended? (You may choose more than one)

- Lecture
- Demonstrations
- Discussions
- Presentation
- Seminar

10. Do the methods used during training have any impact on your skill?

- Yes
- No

11. Training program quality:

- Very poor
- Poor
- Average
- Good
- Very good

12. Relevance of the training programs:

- Irrelevant
- Not relevant
- Not sure
- Relevant
- Very relevant

13. Need for further training:

- Yes.
- No.

14. In your opinion, do you think training has helped improve your job performance?

- Yes
- No

Section. 3 Factors of Performance approval

For each statement please place an (X) for your agreeableness choice where 1 means Strongly Disagree and 5 Strongly Agree:

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am self-motivated					
2. I am well trained in my work					
3. I am clear about my duties and responsibilities					
4. I receive the respect I deserve from my colleagues					
5. At work the rewards for success are greater than the penalties for failure					
6. The managers and supervisors encourage and inspire me at work					
7. The feedback I receive from management is positive (includes appraisal and constructive criticism/useful suggestions)					

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8. I grow both personally and professionally from learning new skills and information at work					
9. It's easy for me to make suggestions and voice my concerns to management					
10. Management appreciates and considers my suggestions					
11. I am fairly rewarded for the quality of my work					
12. I have the tools and resources required to do my job well					
13. I feel encouraged to think of new ways of doing my tasks and duties					
14. The company informs us well about issues and policies that affect us					
15. I am satisfied with the information given to us by management					
16. I am satisfied with my involvement in making decisions that affect my work					
17. I am encouraged to share my ideas, plans, and goals with my management					
18. I always have to refer back to my manager/supervisor before making a decision					
19. I perform better when I have the opportunities to make more decisions on my own					
20. I encourage and participate in teamwork					
21. It improves my performance when my job tasks are varied and sometimes redesigned					
22. I have job security and this makes me more motivated to work					
23. There are fair promotion opportunities for me					
24. My office environment is comfortable and enables me to perform my job well					
25. I can meet the demands of the job well with the resources and time provided to me					
26. Too much workload negatively affects my performance					
27. My work is meaningful and this encourages me to work harder					
28. It is important for me to see the actual results of my work					
29. I do not receive fair rewards (in any form) relative to others in the organization					
30. It is better for my performance that information within the organization is passed quickly and accurately					
31. The strong relationship with my manager/supervisor helps me do my job better					
32. Job rotations advances my skills and betters my performance					
33. I feel valued at work					
34. My relationship with supervisor helps me be more productive					
35. I can always talk with my workmates if I have work related problems					
36. My organization will promote me based on my work abilities					

Section. 4 Rating of Performance Factors

Please rate the following factors from the most important (1) to the least important (11) in affecting your work performance

The following factors improve my ability to do the best work:

- 1. Strong supervision and management
- 2. Effective communication
- 3. Recognition for my efforts
- 4. Relevant and continuous training
- 5. A comfortable and friendly working environment
- 6. Low job stress levels
- 7. Fair chances for promotion
- 8. Employee involvement in decision making
- 9. Employee independence and autonomy
- 10. Jobs security
- 11. Motivation from management

Section. 5 Performance & Training

Please specify any ways you think training in your organization can be improved	What in your opinion can management do to improve your performance?

Thank you for your time!

