

# Factors Influencing on Work Performance: Special Reference to Divisional Secretariats in Ampara District

Salfiya Ummah. M.A.C<sup>1</sup> and Sulaiha Beevi. M.A.C<sup>2</sup>

<sup>1,2</sup>Department of Management, South Eastern University of Sri Lanka

## Abstract

Work performance has become a popular driving force behind most successful organizations. In Sri Lanka, the government organizations seek to improve its workers performance for severe challenges exist to achieve the overall objectives of the organization so as to extend adequate motivational incentives to its entire workers. This study made a critical analysis of factors influencing on workers performance of the employees working in Divisional Secretariats in Ampara District and identified several motivation incentives that can help boost better performance. This study was an explanatory approach based on simple random sampling techniques with 196 respondents out of 976 from six secretariats in Ampara District. According to these research findings, there seem to be positive effect of past training, satisfaction, value and knowledge with work performance. like achievement, recognitions, responsibility, initiative and flexibility for workers to encourage good performance. Hence, the research finding would immensely contribute to organizations to modify their motivational schemes with a view to enhancing the work performance in the organization.

**Keywords:** Work performance, Motivation, Past training, Satisfaction, Value, Knowledge.

## Introduction

It is widely recognized in the human resource literature that promotion of the motivation of workers in both private and public organizations leads to a higher quality of human resources and optimum performance. Consensus is also growing among managers about the significance of combining good human resource performance approaches on motivation incentives to encourage good performance. In Ampara, Divisional Secretariats a well-known government organization is not an exception and the notion of workers motivation and good performance outcomes is not new. As the organization seeks to improve its workers performance severe challenges exist to achieve the overall objective of the organization to extend adequate motivational incentives to its entire population. "In a world characterized by competition, customer focus and the need for speed and flexibility, in order to get the results you want, you still have to depend on your people to carry the day" (Storey, 2001). This therefore makes it a necessity to employ "talented individuals, who need to be developed, motivated, rewarded and provided with the organizational cultures and work processes that will make them to be successful"(Storey, 2001). The study makes a critical analysis of motivation and workers performance in Ampara Divisional Secretariats and identifies several motivation incentives that can help boost better performance. Its central question is: Why are workers not performing as expected? Its assumption is that qualified

and skilled workers have assumed their rightful positions based on the job description and specification but their performance is not satisfactory. The research examines whether this is due to limited or inadequate motivation measures to induce good performance.

The success or failure of any organization depends greatly on the type of human resources it has and human resources translate all other resources in an organization into visible products (Mabonga, 2000; Opatha, 2003). Bearing that in mind it is important that organizations pay extra attention to their workers in order to attain optimum efficiency and effectiveness at the workplace. The human resource practice is critical to the major activities of the organization, it cannot be left entirely to personnel experts in the human resource department (Administration Branch) but also line managers in the various departments have to be involved in the delivery and drive of human resource policies (Storey, 2001).

This study has its focus on the factors and its impact on worker performance of Divisional Secretariats in Ampara. And it required a significant effort to investigate the relationship between the factors and work performance. The literature of three motivation theories Alderfer's theory of ERG, Abraham Harold Maslow's theory of need, Herzberg's theory of hygiene and motivational factors and the human resource management paradigm and important concepts of motivation, extrinsic motivators, intrinsic motivators, performance management approaches, good work performance and good organization performance. This section brings to light what can be done in order to motivate workers to perform to achieve organizational objectives and goals. The strength of any organization is in its workforce and that an organization that does not have a well performing and dedicated workforce has a poor foundation to exist in a sound operational manner. This implies that human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time (Storey, 2001). The key role of employee motivation in organizations has long been acknowledged in the relevant organizational behavior literature (O'Reilly, 1991; Smith, 1994). Motivated employees are productive employees and help organizations to survive and prosper. In this context, one may define the notion of motivation as a psychological process that gives behavior purpose and direction (Kreitner, 2005), or as an internal drive to satisfy an unsatisfied need (Higgins, 1994), or as "internal processes and external forces that direct behavior" (Naylor, 1999). It is actually one of the management's key tasks to constantly motivate their employees, something difficult at times, as what motivates one person may not motivate another and certainly what motivates one do not necessarily remain static over time.

Despite the Divisional Secretariats having a full fledged human resource department (Administration / Establishment Branch) with few staff that have been coordinating the human resource issues, a lot of human resource problems have emanated that have ultimately manifested in unsatisfactory human resources performance. These performance failures were both on the side of the organization and workers who constantly should work together. Divisional Secretariats workers had displayed negligence towards their work and also late coming (Official record, January to April,(2015), poor time management and the failure to meet deadlines for the preparation of important working documents (List of reminding letters) had become a common practice. This has been observed by attendance register carried out every morning that shows absenteeism (19% of absenteeism was reported) and late coming (Office documents).

The staff appraisal exercise had also shown that duties and responsibilities were not being adequately carried out, with low scores observed in many cases. This was revealed through the appraisal files that were filled annually and kept in the Administration / Establishment Branch in the District Secretariat and Divisional Secretariats. Some line managers had shown great weakness in the supervision of their subordinates. The salaries of the public servants as stipulated by the Government of Sri Lanka are low and this resultantly did not encourage good performance. This was indicated in the Government of Sri Lanka salary structure for public servants. (PA-circular, 6/2006)

Some line managers such as Assistant Divisional Secretary, Accountant and Assistant Director Planning delegated their subordinates to carry out their duties and yet they were paid higher incentive, this de-motivates the junior employees whose salaries were low. This kind of exploitation created resentment and the reluctant de-motivation and poor performance. Others had ignored their supervisory role and had taken to blaming the subordinates for their failures. This was indicated by the way in which workers managed their own affairs without superior intervention. Some had also engaged in late coming and earlier departure from office as indicated by the attendance register, which was monitored by the Administration / Establishment Branch.

In relation to management a lot of directives were given to the employees to produce tangible results and yet little attention was given to adequately motivate their efforts. This could be observed by the Divisional Secretaries of meeting deadlines to produce documents, keeping punctuality, warning letters in cases of indiscipline with few inadequate incentives to encourage good performance. This kind of dysfunctional behavior was not only damaging to the image of the organizations as a major organization in the District but it was also a major obstacle for its effective existence as a functional entity.

The research problem laid on that fact the employees working in Divisional Secretariats in Ampara district had shown dysfunctional behavior such as absentees, late arrival, and early departures, reluctant to accept delegation from superiors, negligent to submit report on time. This was revealed from the conversation with some employees, in observation and attendances registers and leave records. Therefore from the above broad problem, the following research question was formulated for further exploration “What are the factors influencing on the performance of public sector employees working in Divisional Secretariats in Ampara district.

### **Objectives of study**

The main objective of this study was to identify the factors influencing on workers performance, in Divisional Secretariats in Ampara districts. And the specific objectives were:

1. To find the association between Past Training and work performance in the Divisional Secretariats in Ampara District.
2. To find the association between Satisfaction and work performance in the Divisional Secretariats in Ampara District
3. To find the association between Value and work performance in the Divisional Secretariats in Ampara District
4. To find the association between Knowledge and work performance in the Divisional Secretariats in Ampara District

Accordingly, The significance of the study especially to the heads of the intuitions who were practicing motivation methods in order to achieve the organizational goal though the work

performance of the employees. Accordingly, the findings might be immense value to the human resource of organizations, such as public sector origination in Sri Lanka.

## Methods and Materials

### Study Setting

Nature of this study type was explanatory or hypothesis testing rather than exploratory or descriptive. The type of investigation was co-relational study rather than casual study. A co-relational study is conducted in the natural environment of the organization with direct interference by the researcher with the normal flow of work. The researchers used a standard and self-developed questionnaire and personally administering questionnaires to individuals. The data were collected over period of a month.

### Study design

This research study relied upon the survey method for collection of data. Using structured and unstructured interviews. Hence, the survey was used by way of personally administering questionnaire to individuals in its natural setting. This study focuses the unit of analysis as the individual level: executive and non-executive employees in the selected sample employees in the Divisional secretariat Ampara District. This study involves formulation and testing of hypothesis with a view to establish the correlation between dependent and independent variables. The study focused more reliable and original data to test the hypothesis. Five point likert scale from strongly agree to strongly disagree has been used to identify the level of agreement to the statements.

### Study sampling procedure

Information will be gathered from four layers of cadres, the minor staffs, secondary offices, tertiary officers and Executives officers consisting of heads of departments and the Divisional heads. The study uses only the secondary and tertiary officers and Executives officers. Population and sample are as follows (25% of population will be selected for sampling). The responded questionnaires was 196 which was at satisfactory level.

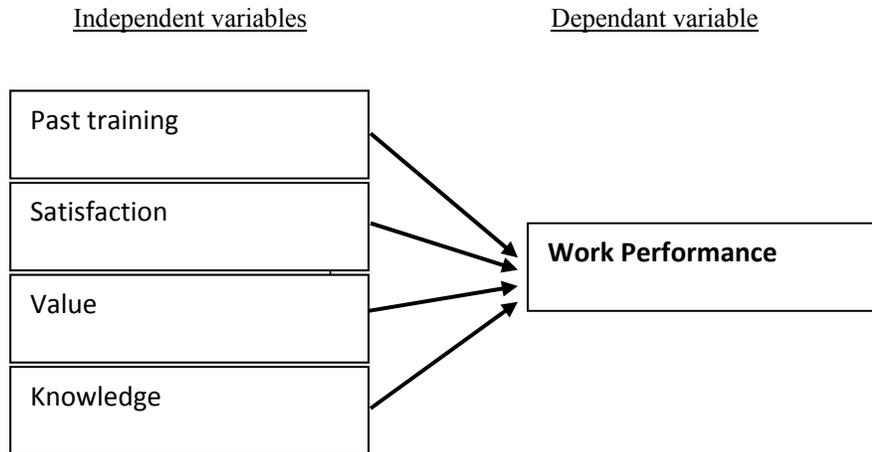
Table 1- Sampling Procedure

Type of employees	Population	Sample
Executives	44	11
Non executives ( Secondary and tertiary officers)	871	218
Total	915	229

### Conceptualization

Conceptualization of this research is described and elaborated network of associations among the variables deemed relevant to the problem situation. The conceptualization for this study as follows,

Figure 2- Conceptual Model



### Hypotheses

For this study the following hypothesis can be developed,

H1:- There is positive relationship between Past training and work performance

H2:- There is positive relationship between satisfaction and work performance

H2:- There is positive relationship between satisfaction and work performance

H2:- There is positive relationship between satisfaction and work performance

### Discussion and Findings

Scatter plots, correlation, and regression were mainly done to test how Performance depends on Past training, satisfaction, Value, Knowledge

#### Scatter Plot

The scatter plots shows the association between the variables focused in this study. In the matrix scatter plot, figure 2, Past Training against Performance. It is seen that the higher the level of Past Training, the higher is the level of Performance. Graph 2 plots Satisfaction against Performance. It is seen that the higher the level of Satisfaction, less effect in the Performance. Graph 3 plots Value against Performance. Generally, the higher the level of Value, the higher is the level of Performance. Graph 4 Plots Knowledge against Performance. It is seen that, higher the Knowledge, the higher is the Performance.

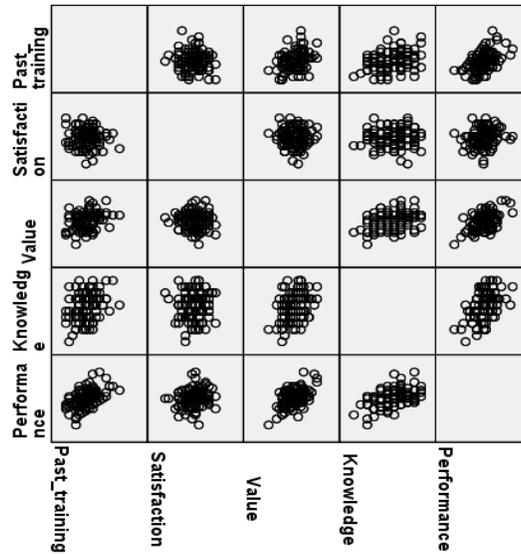


Figure 2- Scatter plot

**Correlation**

Correlation was done to see the relationship between the independent and dependent variables.

Table 2- Correlation

	Past_training	Satisfaction	Value	Knowledge	Performance
Past_training	1	-.068	.324**	.274**	.502**
Satisfaction		1	-.058	.043	.194**
Value			1	.354**	.552**
Knowledge				1	.501**
Performance					1

(Source: Survey Data)

The r value between Past training and performance is 0.502, Value and Performance is 0.552, and Knowledge and Performance is 0.501. Since the correlation for the above three variables with performance is more than 0.3, the Performance is associated with Past training, Value, and Knowledge. But, the r value between Satisfaction and Performance is 0.194 which is less than 0.3. So there is less association between Satisfaction and Performance. The r value between Past training, Satisfaction, Value, and knowledge are less than 0.85. Perhaps, there is no problem multi-collinearity

### Regression

Regression was done to see the explanatory power of the dependent variable.

Table 3- Model Summary<sup>b</sup>.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.738 <sup>a</sup>	.545	.535	2.987	.478

a. Predictors: (Constant), Knowledge, Satisfaction, Past\_training, Value  
b. Dependent Variable: Performance

The R-Square value is 0.545, which means 54.5% of the variation in Performance can be explained by Past training, Satisfaction, Value and Knowledge. The Durbin-Watson statistics of 0.478 is closer to 0. There is a possibility for autocorrelation.

Table 4 ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2037.245	4	509.311	57.083	.000 <sup>a</sup>
	Residual	1704.143	191	8.922		
	Total	3741.388	195			

a. Predictors: (Constant), Knowledge, Satisfaction, Past\_training, Value  
b. Dependent Variable: Performance

The p-value from ANOVA table is less than 0.001, which means that at least one of the four variables depend on Performance.

Table 5 Coefficient

		Coefficients <sup>a</sup>												
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	11.975	2.814		4.255	.000	6.424	17.526						
	Past_training	.462	.075	.324	6.168	.000	.314	.610	.502	.408	.301	.862	1.159	
	Satisfaction	.333	.073	.226	4.590	.000	.190	.476	.194	.315	.224	.988	1.012	
	Value	.452	.067	.363	6.718	.000	.320	.585	.552	.437	.328	.816	1.225	
	Knowledge	.523	.101	.275	5.156	.000	.323	.723	.501	.350	.252	.841	1.189	

a. Dependent Variable: Performance

The equation: Performance = 11.975 + 0.462(Past experience) + 0.333(Satisfaction) + 0.452(Value) + 0.523(Knowledge)

Thus, for every unit increase in Past training, Performance will increase by 0.462, provided the other variables remain unchanged. Similarly, for every unit increase in Satisfaction, Performance will rise by 0.333, provided the variables remain unchanged. And, for every unit

increase in Value, Performance will increase by 0.452, provided the other the variables remain unchanged. Similarly, for every increase in Knowledge, Performance is expected to increase by 0.523, provided the other variables remain unchanged. The 95% confidence interval(CI) for Past training is [0.314,0.610], for Satisfaction is [0.190, 0.476], for Value is [ 0.320, 0.585] and for Knowledge is [0.323, 0.723], where the value 0 do not fall within the interval again indicating Past training, Satisfaction, Value, and Knowledge are significant predictors.

The VIF values are below 5, indicating that there is no problem of multicollinearity.

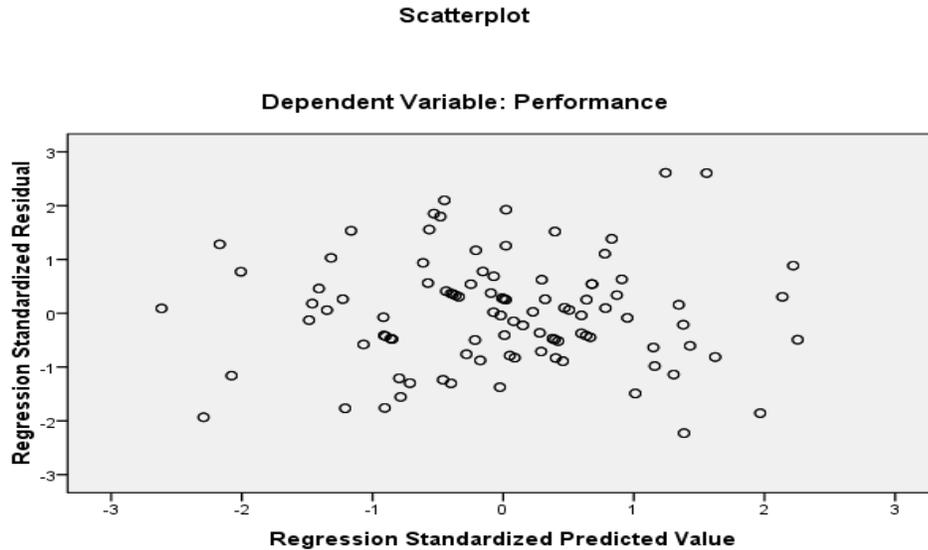


Figure 2 Scatter Plot

In the residual plot, all the points are falling within  $\pm 3$  and the point are at random.

Table 6 Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Unstandardized Residual	.067	196	.034	.986	196	.054

a. Lilliefors Significance Correction

The Kolmogorov-Smirnov test of normality on the residuals gives a p-value of 0.03, which is less than 0.05. Thus the assumption of normality of the residual terms is not met. Therefore the model is not valid. So, a new variable, LN Performance as a natural log has been computed and replaced the dependent variable Performance with LN Performance.

Table 7- Correlation among the construct and LNperformance

		Correlations					
		Past_training	Satisfaction	Value	Knowledge	Performance	LNPerformance
Past_training	Pearson Correlation	1	-.068	.324**	.274**	.502**	.500**
	Sig. (2-tailed)		.341	.000	.000	.000	.000
	N	196	196	196	196	196	196
Satisfaction	Pearson Correlation	-.068	1	-.058	.043	.194**	.193**
	Sig. (2-tailed)	.341		.416	.552	.006	.007
	N	196	196	196	196	196	196
Value	Pearson Correlation	.324**	-.058	1	.354**	.552**	.555**
	Sig. (2-tailed)	.000	.416		.000	.000	.000
	N	196	196	196	196	196	196
Knowledge	Pearson Correlation	.274**	.043	.354**	1	.501**	.509**
	Sig. (2-tailed)	.000	.552	.000		.000	.000
	N	196	196	196	196	196	196
Performance	Pearson Correlation	.502**	.194**	.552**	.501**	1	.997**
	Sig. (2-tailed)	.000	.006	.000	.000		.000
	N	196	196	196	196	196	196
LNPerformance	Pearson Correlation	.500**	.193**	.555**	.509**	.997**	1
	Sig. (2-tailed)	.000	.007	.000	.000	.000	
	N	196	196	196	196	196	196

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

The correlation values are more than 0.3 except Satisfaction.

Table 8- Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 <sup>a</sup>	.550	.540	.06002

a. Predictors: (Constant), Knowledge, Satisfaction, Past\_training, Value

b. Dependent Variable: LNPerformance

R<sup>2</sup> has little improved from 0.545 to 0.550, an increment of 0.5%

Table 9 ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.840	4	.210	58.256	.000 <sup>a</sup>
	Residual	.688	191	.004		
	Total	1.528	195			

a. Predictors: (Constant), Knowledge, Satisfaction, Past\_training, Value

b. Dependent Variable: LNPerformance

Table 10- Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	SE				Tolerance	VIF
1 (Constant)	3.138	.057		55.498	.000		
Past_training	.009	.002	.320	6.121	.000	.862	1.159
Satisfaction	.007	.001	.224	4.576	.000	.988	1.012
Value	.009	.001	.364	6.779	.000	.816	1.225
Knowledge	.011	.002	.283	5.347	.000	.841	1.189

a. Dependent Variable: LN Performance

The regression equation:

$$\text{LN Performance} = 3.138 + 0.009(\text{Past training}) + 0.007(\text{Satisfaction}) + 0.009(\text{Value}) + 0.011(\text{Knowledge}).$$

For every unit increase in past training, Performance is expected to increase in its Log form by 0.009 units. For every unit increase in Satisfaction, Performance is expected to increase in its Log form by 0.007 units. For every unit increase in Value, Performance is expected to increase in its Log form by 0.009 units. And For every unit increase in Knowledge, Performance is expected to increase in its Log form by 0.011 units.

**Scatterplot**

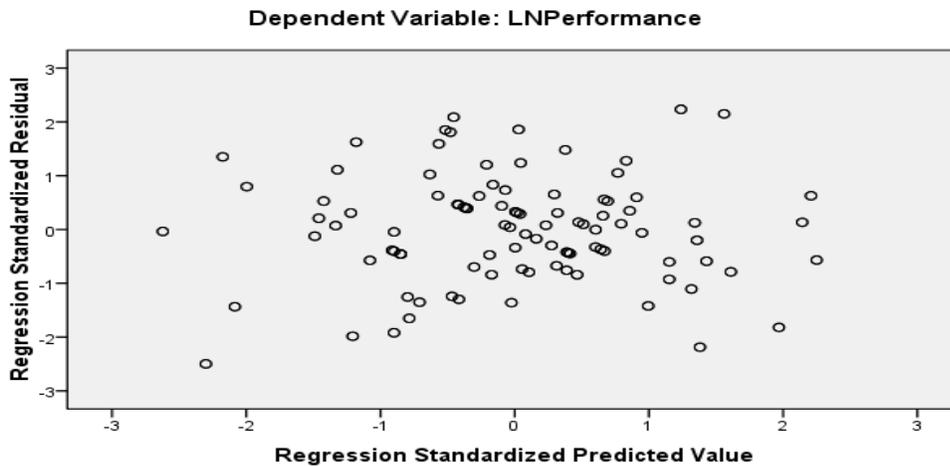


Figure 4 Scatterplot

In the residual plot, all the point are falling  $\pm 3$ .

Table 11- Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.061	196	.071	.989	196	.132

a. Lilliefors Significance Correction

The p-value is more than 0.05, the residual are normally distributed.

The model LN Performance= 3.138+ 0.009(Past training) + 0.007(Satisfaction)+ 0.009(Value) + 0.011(Knowledge) is acceptable.

### Hypotheses Testing

Here, the hypotheses are tested at 5% confidence level ( $\alpha = 0.05$ ). *P* values are denoted 'Sig.' in Table 4.18 above. The following table shows the rejection and acceptance of the hypothesis.

Table 11: Hypothesis Testing

Variables	Hypothesis	P – Value	$\alpha = 5\%$	H <sub>0</sub>	H <sub>A</sub>
Past training	H <sub>0</sub> , H <sub>A</sub>	0.000	0.05	Not support	support
Satisfaction	H <sub>0</sub> , H <sub>A</sub>	0.000	0.05	Not support	support
Value	H <sub>0</sub> , H <sub>A</sub>	0.000	0.05	Not support	support
Knowledge	H <sub>0</sub> , H <sub>A</sub>	0.000	0.05	Not support	support

(Source: Survey Data)

When considering the above rule in accepting or rejecting the null hypothesis, the *p* value is for all variables is 0.000, hence, the null hypothesis is not supported. This means that all IVs have much influence in work Performance. The alternative hypothesis is accepted as the *P* value  $< \alpha$ .

### Findings

From the scatter plot, a positive association is seen between Past training, Value, Knowledge and satisfaction and there is less association between Satisfaction and Performance. The correlation coefficient for Past training, Value, and Knowledge,  $r=0.5$ , 0.555 and 0.509 respectively whereas  $r=0.193$  for Satisfaction with LN Performance. The F-value from ANOVA table is 58.256 and degree of freedom are 4 and 191. The probably of Type I error or the p-value is less than 0.001. Thus, Performance depends on at least one of the four variables: Past training, Satisfaction, Value, and Knowledge. The coefficient of determination,  $R^2$  is 0.55. Thus, 55% of the variation in Performance can be explained by the four variables: Past training, Satisfaction, Value, and Knowledge. The regression equation: LN Performance= 3.138+ 0.009(Past training) + 0.007(Satisfaction)+ 0.009(Value) + 0.011(Knowledge). That is, or every unit increase in past training, Performance is expected to increase in its Log form by 0.009 units. For every unit increase in Satisfaction, Performance is expected to increase in

its Log form by 0.007 units. For every unit increase in Value, Performance is expected to increase in its Log form by 0.009 units. And for every unit increase in Knowledge, Performance is expected to increase in its Log form by 0.011 units. In the residual plot, all the point fall within  $\pm 3$  and are scattered randomly .and the he test of normality indicates that the residual can be assumed to be normal.

## Conclusion

This empirical research makes a critical analysis of factors influencing on workers performance at Divisional Secretariats in Ampara and identifies several motivation incentives that can help boost better performance. Accordingly, the study basically puts emphasis to investigate empirically the predictive relationship between past training, satisfaction, value, and knowledge with work performance. . And these variables were analyzed into staff grade, non-staff grade and both selected staff positions. In the survey, questionnaire and interview are the methods used to collect data. Univariate analysis (single measure analysis), Bi-Variate analysis, Correlation analysis, and Simple Regression and Multiple Regression analysis are used to analyze the data using the SPSS 18.0. The sample consisted of only 244 staffs, selected from the six Divisional Secretariats and 196 questionnaires were collected and which were fully completed.

According to the findings ( mainly on regression analysis) it is proved that there is a significant strong positive relationship between past training, satisfaction, value, and knowledge with performance The research suggested six dimensions namely, work skills, work duties, work enthusiasm, quality and quantity of work and readiness to innovate for work performance. Accordingly, 55% of the variance in work performance was significantly explained by the four Independent variables considered in this study, still leaves 45% unexplained. In other words, there are little other additional variables that are important in explaining work performance that have not been considered in this study. So, further research might be necessary to explain more of the variance in Work Performance. If the government organizations give more support and motivation to workers such as adequate salary, increment, incentives, training and non-financial motivations such as promotion, supervisor supports in the works, recognitions, responsibility, initiative and flexibility, opportunity for independence and freedom, government can get efficient output from them. And inculcate a good value among the employees which would lead to good performance. Knowledge about the job description should also be enhanced by means of education and training to get a better performance. The research study would help to inform organizations about the motivational factors and develop strategies to enhance the performance and also help the managers and the workers, to realize their obligations and responsibility towards the good performance of the Organization.

## References

- Abejirinde, A. A. (2009), *Motivation and Workers Performance within Public and Private Enterprises in Nigeria*, South African Journal of Business Management, Vol. 31 No 2, pp.53–64.
- Blakely et al. (2003), “*Unemployment and Suicide. Evidence for a Causal Association?*” Journal of Epidemiology and Community Health Vol. 57, pp. 594-600
- Higgins, J.M. (1994), “*The Management Challenge*” (2nd ed.), New York: Macmillan.

- Ilggen, D.R, Klein, H.J (1988), "*Individual Motivation and Performance: Cognitive Influences on Effort and Choice*", in Elangovan, A.R., Xie, J.L. (2000), "Effects of perceived power of supervisor on subordinate work attitudes", *Leadership & Organization Development Journal*, Vol. 21 No 6, pp: 319-328.
- Kreitner, R. (2005), "*Foundations of Management: Basics and Best Practices*", Houghton Mifflin Company, New York.
- Locke, E.A., Latham, G.P. (2002), "*Building a Practically Useful Theory of Goal Setting and Task Motivation*", *American Psychologist*, Vol. 57 No 9, pp.705-717.
- Mabonga, Mike (2000) "*Human Resources Management in Local Governments under Decentralisation in Uganda: What has Changed?*" Masters Dissertation, Institute of Social Studies. Den Haag.
- Naylor, J. (1999), *Management*, Pearson Education, Financial Times/ Prentice Hall, Harlow, United Kingdom, UK,
- Opatha. H.H.D.N.P. (2003)" *Employee Performance Evaluation Systems: An Evaluative Study of Selected Public Quoted Manufacturing Firms in Sri Lanka*" *Sabaragamuwa University Journal*, Vol. 3, pp.137-153
- O'Reilly III, C.A (1991), "*Organizational Behavior: where we've been, where we're going*", *Annual Review of Psychology*, Vol. 42 pp.427-458.
- Smith, G.P. (1994), Motivation, In W. Tracey (ed.), "*Human Resources Management and Development Handbook*" (2nd ed.), New York: Free Press.
- Storey, John. (2001) "*Human Resource Management*": London: Routledge.
- Suliman, A. (2001), "*Work Performance: is It One Thing or Many Things? The Multidimensionality of Performance in a Middle Eastern Context*", *International Journal of Human Resource Management*, Vol.12, No 6, pp.1049-1061.