

## Organizational Factors Influencing Employees' Performance in the Banking Sector of Nagapattinam Town

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### Abstract:

*Employees' performance is an essential part for the success of any organization, and it is affected by number of factors. The performance of employees is affected by many factors which come from both inside and outside such as leadership style, organization culture, organization style, workplace environment, job stress, financial rewards, and etc. The aim of the present study was to find out the impact of organizational factors on the employees' performance in the banking sector of Nagapattinam town. Data were gathered from 167 employees working in both public and private sector banks in Nagapattinam town. Data analysis was performed with the statistical package IBM SPSS version 23. The result of the study reveals that the predictor variables jointly explained 71.0 per cent of variance of employees' performance, while the remaining 29.0 per cent could be due to extraneous variables. The findings of the study indicates among the six independent variables of organizational factors, OF5 (Job Stress) and OF6 (Financial Rewards) has statistically significant at the 95.0 per cent confidence level. Whereas the variables namely OF1 (Leadership Style), OF2 (Organization Culture), OF3 (Organization Structure), and OF4 (Workplace Environment) has statistically*

*insignificant and fail to predict the employees' performance. The study suggested that when an opportunity and flexible work design are given to the employees to advance in their field of work, it will enhance their performance. The main limitation of the study is that it was conducted in banking sectors located in Nagapattinam town, therefore it may not reflex truly for the whole banking sectors in Nagapattinam district. Further research could conduct a survey for the whole Nagapattinam district, it will increase reliability.*

**Key words:** Organizational factors, leadership style, organization culture, organization structure, workplace environment, job stress, financial rewards, job performance, employee performance, organizational performance.

## **INTRODUCTION**

The role of work has changed throughout the world due to economic conditions and social demands. Originally, work was a matter of necessity and survival. Throughout the year, the role of "work" has evolved and the composition of the workforce has changed. Today, work is a necessity but it should be a source of personal satisfaction as well. One of the vehicles to help provide attainment of personal and professional goals are work-life benefits and programs which also helps to assess the behaviour of an individual.

When it comes to behaviour at work, most people with right attitude tends to think that pushing their all, is the way to go. One may have very good behaviour at work and strive hard to increase your efficiency but if you do not know when to say stop, you will soon see your productivity drop.

Employees' performance is affected by various factors at work place. It is defined as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries. There are various factors that affect the employees' performance. The

aim of the study is to find out the variables which are highly affecting the employees' performance in banking sector.

The problem statement is about organizational factors influencing the performance of employees at work place in the scenario of Nagapattinam town. This study will focus on the banking sector to know about their performance and organizational factors affecting them. The variables that are determined to influence the performance at work place include leadership style, organization culture, organization structure, workplace environment, job stress, and financial rewards. These variables are described in different studies that influence the employees' performance at work place. This study will find out the impact of organizational factors include leadership style, organization culture, organization structure, workplace environment, job stress, and financial rewards on the employees' performance in the banking sector of Nagapattinam town. It will also highlight how these variables influence the performance either positive or negative. Although the positive influences have been seen through the literature review, this study will determine them again.

The aim of the present study is to find out the relationship among independent variables and dependent variable. The dependent variable is employees' performance and independent variables are leadership style, organization culture, organization structure, workplace environment, job stress, and financial rewards. This study is quantitative in nature and data will be collected by questionnaire by 167 employees from banking sector of Nagapattinam town. For analysis, this study will use SPSS software by the application of frequency and multiple regression analysis.

### **1.1 Research Objectives**

This research is to identify, measure organizational factors influencing employees' performance and determine the relationship among them.

*The objectives of the research are:*

- To identify the influencing factors of employees' performance towards their job.
- To analyze the impact of organizational factors on employees' performance in the banking sector of Nagapattinam town.

## **1.2 Review of Literature**

Kalyani (2006) have evaluated four organizational factors that could have impact on the perceived job performance namely leadership style, organization structure, organization culture and performance evaluation. The result of the study indicates that all the independent variables were positively and significantly correlated to the perceived job performance. Regression result shows that the independent variables on the perceived job performance showed that leadership style, organization structure, and performance evaluation are strong predictors of perceived job performance while organization culture variable is excluded from the model.

Luarn & Huang (2009) have investigated the factors that influence government employee performance via information systems. The result of the study indicates that three factors affect government employee's performance are task-technology fit, computer self-efficiency, and utilization. Among the three factor Luarn & Huang was found that the utilization have the greatest positive effect on performance.

Chandrasekar (2011) have examined the impact on organizational performance on workplace environment variable includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measure and lack of personal protective equipment. Study found that the people working in such environment are prone to occupational disease and its impact on employees' performance. Thus productivity is decreased due to the workplace environment. It is the quality of the

employees' workplace environment that most impacts on their level of motivation and subsequent performance.

Jankingthong & Rurkkhum (2012) have investigated the factors affecting job performance. The result of the study revealed that the organizational justice, work engagement, and public service motivation have direct effects towards job performance and the transformational leadership has both direct and indirect effects toward job performance.

Truong (2012) have identified the impact of organizational factors on employees' performance. The result of factor analysis shows that the identification of factors having significant impact to employees' performance, and the extraction of four groups named as organizational culture, leadership, communication and working environment. Regression analysis proved that these four groups have statistically significant influence to the employees' performance in Vietnamese companies, which communication has the highest impact.

Saeed et al (2013) have analyzed the factors affecting the performance of employees working in banking sector. The study found the variables include manager's attitude, organizational culture, personal problems, job content and financial rewards have a positive impact on the performance of the employees except personal problems of the employees that hinders the performance of the employees.

Muda et al (2014) have investigated the three factors namely job stress, motivation and communication are considered as the important elements influencing employees' performance. The findings of the study reveal that the value of the determination coefficient test is 59.3 per cent, indicating that the employees' performance is explained by job stress, motivation, and communication factors. The F-test shows that the job stress, motivation and communication variable are simultaneously influence employees' performance, while the T-test shows that both job stress and motivation variable have no

partial effect on the employees' performance, whereas the communication variable has a partial effect on employees' performance.

Thao & Hwang (2015) have investigated the factors include leadership, organizational culture, working environment, motivation and training which affecting job performance of the employees. The result of the study revealed that there are three factors including leadership, motivation and training have direct effects towards employees' performance.

From the review of literature, the researcher has identified six factors influencing employees' performance in banking sector. Factors such as leadership style, organization culture, organization structure, workplace environment, job stress and financial rewards.



Figure 1.1: Conceptual Framework of the Study

Source: Designed by researcher

### 1.3 Testing Hypothesis

- Organizational factors do not have any effect on employees' performance.
- There is a positive relationship between organizational factors and employees' performance.

## **MATERIALS AND METHODS**

### **2.1 Participants and Procedure**

Survey method will be used to collect data. Both the primary and secondary data have been used in the proposed study. Questionnaire will be constructed by formulating closed ended so that there is a maximum margin to know about the impact of organizational factors leadership style, organization culture, organization structure, workplace environment, job stress, and financial rewards on the employees' performance in the banking sector of Nagapattinam Town. There are 21 private and public sector banks are located in Nagapattinam town. The research has adopted systematic random sampling procedures. There are 335 participants was taken for the study of which 200 employees from public sector banks and 135 employees from private sector banks. The 335 employees were split and randomly assigned to two lists, '1' and '2'. When the target persons on list 2 could not be found, owing to a move or incorrect archival information, a person on list 1 was then substituted. The duration of the study took nearly two months from 20th December' 2015 to 21th February' 2016.

A sample size of 167 respondents (64.7% of men and 35.3% of women), the mean age group was 2.17 years, and experience was 2.22 years, there were 52.1% of employees have finished their graduation, 56.9% were married and 43.1 were unmarried. Five points Likert scale (1 = Strongly Agree; 2 = Agree; 3 = Neutral; 4= Disagree; and 5 = Strongly Disagree) was used for the study. IBM SPSS Version 23 was used to analyze and interpret the data. Techniques like frequency and multiple regression analysis is used to find out the impact of organizational factor influencing employees' performance.

## **RESULTS AND DISCUSSION**

Table 1 explores the demographic profile of the respondents in banking sector of Nagapattinam town. Out of 167 participants, 64.7 per cent were male and 35.3 per cent were female. The predominant age group of the respondents (25.1 per cent) is up to 25 years and (41.9 per cent) is 26 – 40 years. The other age groups of the participants are (23.4 per cent) is 41 – 55 years and (9.6 per cent) is above 55 years. The majority of the marital status of the participants (56.9 per cent) is married and (43.1 per cent) is unmarried. The education qualification of the respondents' shows highest of (52.1 per cent) is graduate, followed by (24.6 per cent and 23.4 per cent) is post graduate and professional degree respectively. The majority of the participants (36.5 per cent) have a monthly income up to Rs. 20,000, participants of (35.3 per cent) have a monthly income between Rs. 20,001 and Rs. 40,000, participants of (17.4 per cent) have a monthly income above Rs. 60,000 and participants of (10.8 per cent) have a monthly income between Rs. 40,001 and Rs. 60,000. The majority of the participants (36.5 per cent) have up to 5 years of experience, (24.6 per cent) have 5 to 10 years of experience, (19.8 per cent) have more than 15 years of experience, and (19.2 per cent) have 11 to 15 years of experience (see table no. 1).

Multiple regression analysis is conducted in order to the impact of organizational factors on employees' performance. To know the significant organizational factors which highly influence the employees' performance at work place. The dependent variable is employees' performance and among the six organizational factors (see table no. 2), the impact of organizational factor variables on employees' performance is analyzed with the help of multiple regressions.

The output shows that the results of fitting a multiple linear regression model to describe the relationship between

employees' performance and six organizational factors. The equation of fitted model is;

$$\text{Employees' Performance} = 0.087 - 0.084 X1 (\text{OF1}) + 0.076 X2 (\text{OF2}) + 0.011 X3 (\text{OF3}) + 0.226 X4 (\text{OF4}) + 0.337 X5 (\text{OF5}) + 0.389 X6 (\text{OF6})$$

Since the significant (p-value) in the ANOVA table is 0.000 (which is less than 0.05) (see table no. 5), it shows that there is a statistical significant relationship between the organizational factors at 95.0 per cent confidence level. In the table of model summary, the R2 statistic indicates that the predictor variables jointly explained 71.0 per cent of variance of employees' performance, while the remaining 29.0 per cent could be due to extraneous variables. The standard error of the estimate shows the standard deviation of the residuals to be 0.807 (see table no. 3). The impact of six organizational factors influencing employees' performance has given in the table no. 2. The table no. 4 clearly indicates among the six independent variables of organizational factors, OF5 (Job Stress) and OF6 (Financial Rewards) has statistically significant at the 95.0 per cent confidence level. Whereas the variables namely OF1 (Leadership Style), OF2 (Organization Culture), OF3 (Organization Structure), and OF4 (Workplace Environment) has statistically insignificant and fail to predict the employees' performance. It also noted that among the six organizational factors, the highest p-value of 0.936 has laid on OF3 (Organization Structure), probably this could not create any impact on employees' performance.

The variables namely OF2 (Organizational Culture) and OF5 (Job Stress) have a 52.0 per cent of relationship between them is highest among the six reliability items (see table no. 6).

## **CONCLUSION**

Nowadays, employees' performance is supposed to be one of the most important factors influencing the overall organization performance and the success of the organization in the competitive market. The main purpose of the study is to find out the impact of organizational factors on the employees' performance in the banking sector of Nagapattinam town. Through the data analysis mentioned in the introduction, the researcher figured out the general conclusions. The researcher found that the job stress and financial rewards highly influencing employees' performance at the work place. When the job stress is getting increase, employees are losing the concentration, it leads to reduce their performance and the mean time financial reward is one of the most important factors affecting employees performance in the organization, most of aspects of financial rewards including pay, bonus, incentives, allowance and etc., is supposed to be the financial factors of motivation. In the researcher's observation, this kind of motivation is important at the banking sector but not enough to keep the employees at the best, for the employees tends to focus on the rewards and not the work itself or only work well enough to get the rewards, when the organization failed to financially motivate their employees, it reduces their satisfaction and commitment. It leads to reduce the employees' performance as well as attrition rate in the organization. The result of the study reveals that the factors include leadership style, organization culture, organization structure and workplace environment has indirectly influencing employees' performance in the organization. Owning and high trained workforce is supposed to be the competitive advantage of banking sector in Nagapattinam district, the banking sector encourage them to perform better for a better organization by leadership style. Regarding the organization culture, organization structure and workplace environment factor, the researcher recommends to

reanalyze this factor to evaluate its affect to employee performance at banking sector after a suitable period of building and popularizing the corporate culture among the whole banking sector. In conclusion, the study found that when an opportunity and flexible work design are given to the employees to advance in their field of work, it will enhance their performance.

## **LIMITATION AND FUTURE RESEARCH DIRECTION**

This study left several issues to be addressed. First of all, the survey to collect the data use for this research only conducted in banking sectors located in Nagapattinam town, therefore it may not reflex truly for the whole banking sectors in Nagapattinam district. Further research could conduct a survey for the whole Nagapattinam district, it will increase reliability. Second, the time of doing this research is quite short and the number of participants in the survey was quite small, the ability of research author is limited, so the quality of the research may not so high. Further research should increase the number of participants and put more time and effort in doing research that could improve the quality. Third, there are many organizational factor influencing employees' performance, but in this study only six organizational factors were analyzed, so further research could extend the number of organizational factors which may explore and contribute more valuable knowledge to theory and practice.

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**APPENDIX**

**Table No. 1: Distribution of Sample Respondents on the Basis of Personal & Demographic Information**

Personal & Demographic Profile	Category	No. of Participants (N = 167)	Percentage
<b>Types of Bank</b>	<i>Public Sector</i>	100	59.9
	<i>Private Sector</i>	67	40.1
<b>Gender</b>	<i>Male</i>	108	64.7
	<i>Female</i>	59	35.3
<b>Age</b>	<i>Up to 25 years</i>	42	25.1
	<i>26-40 years</i>	70	41.9
	<i>41-55 years</i>	39	23.4
	<i>Above 55 years</i>	16	9.6
<b>Marital Status</b>	<i>Married</i>	95	56.9
	<i>Unmarried</i>	72	43.1
<b>Education Qualification</b>	<i>Graduate</i>	87	52.1
	<i>Post Graduate</i>	41	24.6
	<i>Professional</i>	39	23.4
<b>Monthly income</b>	<i>Up to Rs. 20,000</i>	61	36.5
	<i>Rs. 20,001 to Rs. 40,000</i>	59	35.3
	<i>Rs. 40,001 to Rs. 60,000</i>	18	10.8
	<i>Above Rs.60,000</i>	29	17.4
<b>Experience</b>	<i>Up to 5 years</i>	61	36.5
	<i>5 to 10 years</i>	41	24.6
	<i>11 to 15 years</i>	32	19.2
	<i>More than 15 years</i>	33	19.8

**Source:** *Compiled from field data*

**Table No. 2: Dependent and Predictor Variables include in the Model**

Dependent Y →	Employees' Performance
Predictor ↓	Organizational Factors (X)
X1 (OF1)	Leadership Style
X2 (OF2)	Organization Culture
X3 (OF3)	Organization Structure
X4 (OF4)	Workplace Environment
X5 (OF5)	Job Stress
X6 (OF6)	Financial Rewards

Source: As on Table No. 1

**Table No. 3: Result of Model Summary – Organizational Factors vs. Employees' Performance**

Method	Enter
Sample Size	167
Coefficient of determined R <sup>2</sup>	0.710
R <sup>2</sup> Adjusted	0.699
Standard Error of Est.	0.807

Source: As on Table No. 1

**Table No. 4: Result of Regression Equation showing the Impact of Organizational Factors on Employees' Performance**

Independent Variables	Coefficient	Std. Error	t	Sig.
(Constant)	0.087	0.215	0.407	0.684
OF1	-0.084	0.143	-0.586	0.558
OF2	0.076	0.188	0.405	0.686
OF3	0.011	0.137	0.080	0.936
OF4	0.226	0.156	1.443	0.151
OF5	0.337	0.082	4.092	0.000
OF6	0.389	0.118	3.295	0.001

Source: As on Table No. 1

**Table No. 5: Analysis of Variance between Organizational Factor and Employees' Performance**

Source	DF	Sum of Squares	Mean Square	F-ratio	Sig.
Regression	6	255.577	42.596	65.327	0.000
Residual	160	104.327	0.652		

Source: As on Table No. 1

**Table No. 6: Correlation between Organizational Factors of Employees' Performance**

	OF1	OF2	OF3	OF4	OF5	OF6
OF1	1.000					
OF2	-0.509	1.000				
OF3	0.113	-0.612	1.000			
OF4	0.460	-0.626	-0.112	1.000		
OF5	-0.318	0.520	-0.289	-0.598	1.000	
OF6	-0.731	-0.004	.0229	-0.208	-0.123	1.000

Source: As on Table No. 1

## ABOUT THE AUTHOR(S)



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