

Engagement of Employee Training, Development and Employee Performance

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Abstract– Employee’s performance, training development, participation this entire thing related with Human Resources Management. Most of the company evaluate the employees performance according to their individual contribution for the company .H&M do their employee performance by their own way. Here are five factors influence the employee’s performance –coaching, training & development, participant, delegation. A quantitative methodology was used to carry out the study in this thesis for data collection. I contact with H & M KLCC branch. And the total sample size is the 200.The data collected was analyzed by SPSS – Statistical Program Social Scientist. In this thesis I were use tables, ,mean, standard deviation ,variables , graph ,chart ,also presented . Sample profile describes both sample size and sampling method of the study. In this research sample is collected from HR departments and a multinational company in Kuala Lumpur City in Malaysia. Additionally sample collection survey is strictly selected areas of Malaysia Kuala Lumpur City area. The question is provided the H&M in Kuala Lumpur city in Malaysia. This study research has done in H&M in Kuala Lumpur city area. Total employees of this company are 200 that mean total population. According to the population of the study 150 questions are distributed among the employees, only 104 questions are collected from this company. The entire question is collected from the human resource department. The human resource department is very helpful to this survey. All the employees are cordially accept the questioners and fill up and total number of population in Kuala Lumpur city almost 200 employees of H&M. Here research stand for examining a sample but do not study the population. Statistical analysis allows them to make findings of whole population on the basis of result of sample (a little part of whole population, similar basis) analysis’ (Keller, 2009). During the survey questionnaire is distributed randomly basis to respondents. Probability based random sampling is the simple and easy technique to make a small group from a large group or population in the sample collecting area. Random sampling is not affected by gender discrimination or any other categories, meaning that one by one sample is collected from the targeted respondents. At first sample collected from respondents (personnel who are presently working in (H&M) at Kuala Lumpur City area in Malaysia.

Index Terms– **Engagement, Employee, H.R. Management, Training, Development, Performance**

1 INTRODUCTION

As an interesting topic generational differences in the workplace, employee performance there are so many articles are available on these subjects. These are such important issues are directly connected with the organizational operations and productivity& services quality. So the inquisitiveness comes out to know the reason or the factors are responsible for this concerning issue. And another things also create curiosity that how human resource manager and other departmental manager are taking this issues. Basically this chapter will describe about the background of the study specific problem statement with what the research is dealing with. The objectives demonstrate the aim of the research and importance of the study will

demonstrate how important the research is about this concerning issues. It will indicate the needs of this research too. Followed by the research question the scope of the study will come out. Than the limitations of the study which describes the barriers and obstacles for this research consequences. After that research approach its reveal the procedure researcher followed to accomplish this research paper. Finally from this chapter the organization of the research section which describes how researcher decorates the entire research paper segmented with separate chapters.

Human resource department is responsible for the HR Planning, Job analysis, Recruitment and Selection,

Training of the employees of the company. They also monitor the performance and handle the promotion and salary related matters. Human Resource Planning and the strategies that are taken for this are very much important for any company to become successful and achieve the goal. This is a very crucial activity of the Human Resource Department of a company to make a well-organized Human Resource Plan . H&M Human Resource System is one of the best systems in Malaysia but its needs to improve. The strategy of Human Resource Division is followed their strategy. HR is Critical Enable for H&M in the pursuit of its strategic goal. HR is a key to ensuring An Organization That provides a competitive advantage by being simple, aligned and efficient. A Culture, Centered on the employee and characterized by diversity, generosity and an international mindset. People performed at the peak of their ability because they feel a sense of mission, accomplishment and growth. H&M follow a distinctive strategy for their Human Resource planning. Their strategy levels both the quantitative and the qualitative are distinguished and they have a organized form of HR planning (Becker, 1993).

1.1 BACKGROUND OF THE STUDY:

Employee performance and satisfactions in workplaces are exciting issues among personnel and researchers. Activity delights targeting employees' feelings toward their activity. The term of customers generation did not refer to either familial generation (e.g., or child, parent, and grandparent) or even elective groups that selected their employees. Employee membership was established on the

shared status of an age-group in historical time. The generation was referred sometimes as cohort concept. The generation, according to Ryder (1965), meant a sum of people who experienced the same event within the same time interval. Kopperschmidt (2000, P. 66) went further and made more criteria for the generation. He added the location criteria. Kopperschmidt (2000, P. 66) defined the generation as: "*people that are grouped within a certain range of ages, location they live, and significant life events they experienced at critical developmental stages*".

Generational differences speak approximately 3 extraordinary varieties of generations within the administrative centre and organizational war says unique quandary at the same time as paintings in progress. Employee activity pleasure or dissatisfaction no longer best primarily based on the nature of the process, however additionally on employees' task expectancies (Lu et al. 2005). Process satisfaction turned into considered one of the maximum complicated issues going through managers to control their people (Aziri, 2011). Information generational differences were crucial for managers for giving employees' wishes to thrive and to elevate employees' productivity, morale and retention (Gursoy et al. 2008). The failure to understand generational differences had bad results such as reduced stages of job pride (Kopperschmidt, 2000). Turnover, which resulted from employee dissatisfaction changed into honestly expensive for resorts, and had substantial affects consisting of bad excellent of service and patron dating (Chan, 2005). The time peri-

od of technology did now not check with either familial era (e.g., or child, discern, and grandparent) or even elective organizations that selected their technology. Generation club became hooked up at the shared repute of an age-group in historical time (Mannheim, 1952). Employees from the same generation might have the equal values, attitudes, and behaviors within the workplace because they experienced the identical ancient, financial, and social occasions (Smola& Sutton, 2002). Present day hospitality workforce constituted of toddler Boomers (born 1943–1960), technology X (born 1960–1980) and era Y (born 1980–2000) employees (Zemke et al. 2000).

1.2 PROBLEM STATEMENT:

A problem statement is a short description of the issues that need to be addressed by a problem solving team and should be presented to them (or created by them) before they try to solve a problem. This research the problem statements describe the unique problem for what purpose the researchers are fascinated to go through with it. During the research paper the researcher is going to find out the elements are influencing generational difference that means to say what are the factors are answerable for personnel' generational distinction inside the workplace from the perspective of Human useful resource managers. As an important area H&M underneath the Garments industry are facing the organizational struggle due to employee satisfaction troubles and dissatisfaction of personnel. The purpose of this exploratory observes is to discover the cause of employee's variations, how to satisfy the personnel and how human sources department will deal

with those problems. What are the final results of the lodges inner smooth operations, Organizational structure as well as productiveness and profitability?

In the corporate fields handling the H.R quite difficult task because of various people have various problems and their needs same inside the organization. In here from the title main problems is that especially H.R. Recruit problems, process problems, and as well as some policies. The main problem is pay role problem in H&M. Every day, everywhere raise problem in every organizations and H.R. solve those problem technically, here I try to be give the clear idea, knowledge about those problems and solutions. During my research have some lacking like not maintain the time. H&M not maintain the proper H.R. Process and policy of pay role, No planning for the H.R. department, find out the reasons of dissatisfaction and requirements of the employee's job satisfactions. Policy is a course or principal of action adopted by an organization or individual.

As outlined by Bulla and Scott, human resource coming up with is 'the method for making certain that the human resource needs of a company area unit known and plans area unit created for satisfying those requirements'. Reilly outlined hands coming up

with as: 'A method during which a company tries to estimate the demand for labor and appraise the dimensions, nature and sources of offer which is able to be needed to satisfy the demand.' Human resource coming up with includes making Associate in Nursing leader whole, retention strategy, absence management strategy, flexibility strategy, talent management strategy, enlisting and choice strategy all those coming up with sets need to develop.

It represents specific tips to hour managers numerous matters regarding employment. it states the intend of the organization regarding totally different aspects of human resources management like accomplishment ,promotion , compensation , training ,picks etc ,however sets have to be compelled to develop those policies, sets outline the conception and worth of the organization on however folks and things ought to be treated. Therefore, it is a point of reference once human resources management practice is being developed or once choices are being created regarding folks. A decent hour policy may give generalized steering on the approach adopted by the organization sets have to be compelled to develop policy , thus its staff, regarding numerous aspects of employments .

In developing our policies, there ought to be clear and consistent of the organizations policies relating to any or all conditions of employment and procedures for his or her equal and truthful implementation. so as to meet this objective ,policies and procedures ought to be ,clear and specific ,however offer enough flexibility to fulfill the ever –changing conditions ,adjust to all acceptable law and regulation, accept as true with associate in nursing all staff . The hour policies or developed by creating choices and taking actions on the daily issues of the organization.

1.3 RESEARCH OBJECTIVES:

According to Naik, Gantasala and Prabhakar (2010), research objective make the research more feasible and focused on the research goal. The research objectives for this study are:

1. To examine the effect of employee development (coaching) on employee performance within

H&M in Malaysia.

2. To examine the effect of employee development (Training & Development) performance within H&M in Malaysia.
3. To examine the effect of employee development (participant) performance and importance in H&M in Malaysia.

4. To examine the effect of employee development (empowerment) within H&M in Malaysia.
5. To examine the effect of employee development (delegation)

Within H&M in Malaysia.

1.5 RESEARCH QUESTIONS:

. This research has outlined several objectives as follows:

- I. What are the influence employee development (coaching) on employee performance within the H&M in Malaysia?
- II. What are the key factors of employee (Training & Development) that significant strong impact on employee performance?

- III. What are the ideal strategies that can assist the organization to improve its performance (participants)?
- IV. What are the factors influence employees of empowerment?
- V. What are the reasons that influence employees for the delegation?

1.6: IMPORTANCE OF THE STUDY

There are several researches happened about employee performance in the work place but in Malaysia may be nobody has done the research on it that factor employee performance and satisfactions in workplace from manager perspective. Through reading several articles related this issues the researcher discovered that this problem is still new in Malaysia. So it is very important to discover the issues of satisfaction of employees and employee performance in work place from the managers' point of view. If any trouble occurred in the operations due to difference the human resource manager have to deal with that. Since human resource manager is dealing with this particular issue so they should know the reasons are responsible for this dilemma and the way to solve this problem. This research will help the manager of H&M that how to deal with different aged people and satisfy them in order to motivate them for work

1.7 SCOPE OF THE STUDY:

The research is carrying out on basis of subject matter the factors influencing employees' at the place of work in attitude of human resource supervisor espe-

cially the resort the ones are strolling their operations over here in Malaysia in particular the H&M via the studies the researcher are going to find out how the warfare generate because of the performance distinction inside the place of work what are the factors responsible with it in addition to the way to makes employee satisfy and what are the activities of human useful resource manager to do so.

1.8 RESEARCH APPROACH:

The methodology describes the procedures to organize the scattered ideas & views to conduct a study. Generally a method involves a technique in which various stages of collecting data or information are interpreted. So, adoption of methodology is an important step in performing any study. To conduct this thesis the researcher adopts the qualitative methods of data analysis approach. Qualitative, observational studies refer to traditions that base their research upon qualitative data (as opposed to quantitative research) and do not actively and purposely manipulate the phenomenon under investigation. *Grounded theory studies* (Strauss and Corbin, 1994; Strauss and Corbin, 1990) and *ethnographic* methods (Atkinson and Hamersley, 1994). To conduct this research the data has been collected through semi structural interview methods from show rooms manager in Malaysia.

1.10 ORGANIZATION OF THE RESEARCH:

This thesis is organized as follows

- Introduction is set out with the basic framework for the thesis which is entitled as chapter one. Its components included: a background and overview of the study, importance of the

study, aim and objective of the study, research approach, limitations, organization, definition of terms, and abbreviations.

- Chapter two was entitled “review of literature”. This chapter reviewed the literature on the subject being researched.
- Chapter three was entitled “research approach”. It indicated the treatment that was applied to the data collected. This included the population, the research design, the treatment of the data and the research instruments.
- Chapter four was entitled “results and discussion”. It focuses on the results of the data collected in exactly concerning the results and the analysis.
- Chapter five was entitled “conclusions, recommendations, implications, limitations and future research”. It provided a summary of conclusions, recommendations of the study, implications for hoteliers, limitations of the study and future research.

1.11 DEFINATION OF THE TERMS

Coaching: An identifiable group sharing birth years, age, location, and significant life events and experiences at critical developmental stages (Kupperschmidt, 2000). This current study referred to the cohorts/generations as defined below:

Coaching is a form of development in which a person called a *coach* supports a learner or client in achieving a specific personal or professional goal by providing training and guidance.^[1] The learner is sometimes called a *coachee*. Occasionally, *coaching* may mean an informal relationship between two people, of whom one has more experience and expertise than the other and offers advice and guidance as the latter learns; but coaching differs from mentoring in focusing on specific tasks or objectives, as opposed to more general goals or overall development.

Training & development:

Training is the permanent change in behavior. Employee should be taught how to do a particular task? Development is a long term process (Leibowitz, 1981). Training and development, it increases the employee efficiencies, capabilities for doing individually job performance among the employees. It's an importance task for development and success of the organization. According to Dr. Shahid Jan, Muhammad Hashim (2014) demonstrates that the main task of every organization is to develop its performance. But it is not possible without the training and development among employees. From this study found that There is a significant relationship between 'training and development' and organizational performance.

Hypothesis 4 was developed as follows: There is a significant relationship between 'salary and monetary incentives' and organizational performance.

Human resource management regards training and development as a function concerned with organizational activity aimed at bettering the job performance of in-

dividuals and groups in organizational settings. Training and development can be described as "an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees". The field has gone by several names, including "Human Resource Development", "Human Capital Development" and "Learning and Development.

Participation: By letting employees participating in organizations policies or decision making can lead the employee to enhance the performance. They will be able to make more smart decisions.

Participation in social science refers to different mechanisms for the public to express opinions – and ideally exert influence – regarding political, economic, management or other social decisions. Participatory decision-making can take place along any realm of human social activity, including economic (i.e. participatory economics), political (i.e. participatory democracy or parpolity), management (i.e. participatory management), cultural (i.e. polyculturalism) or familial (i.e. feminism).

For well-informed participation to occur, it is argued that some version of transparency, e.g. radical transparency, is necessary but not sufficient. It has also been argued that those most affected by a decision should have the most say while those that are least affected should have the least say in a topic

Employee performance

Employee performance is really an important topic in hotel management. Through development will get good feedback from the employees. Employee development depends on employee performance according Bhattacharjee, (2016). "An Effective Model (The EMPEN Model) to Evaluate Employee engagement." (The selection process, training and development, salary and monetary incentives, opportunities of growth, leadership and management styles, nature of jobs, congenial relationship with the employees, opportunities of promotion. When you want to get better performance among the employees, you need to focus on good working environment, good selection process, training and development also rewarding and promotion that have been focus in my theses paper. Best plan is most important to get best performance through employee engagement factors.

Delegation:

If managers delegate authority to the employees to perform the task, what they want can also lead to enhance performance. Employees will do those activities which they can perform more easily. This will lead to achieve organizational goals and thus enhance organizational performance (effectiveness).

Delegation is the assignment of any responsibility or authority to another person (normally from a manager to a subordinate) to carry out specific activities, such as starting on proper tires during

a wet race. Its is one of the core concepts of management leadership. However, the person who delegated the work remains accountable for the outcome of the delegated work. Delegation empowers a subordinate to make decisions, i.e. it is a shifting of decision-making authority from one organizational level to a lower one. Delegation, if properly done, is not abdication. The opposite of effective delegation is micromanagement, where a manager provides too much input, direction, and review of delegated work. In general, delegation is good and can save money and time, help in building skills, and motivate people. On the other hand, poor delegation might cause frustration and confusion to all the involved parties. Some agents however do not favour a delegation and consider the power of making a decision rather burdensome.

According to Dr. Kanthi Wijesinghe, Senior Lecturer, National Institute of Education, 'Delegation begins when the manager passes on some of his responsibilities to the subordinate. Responsibility is the work assigned to an individual'. When assigning these responsibilities to other individuals, these individuals must be willing and ready to be delegated to as well. The delegated readiness of the individuals is an important factor in determining the success of the delegation. Individuals must be prepared for delegation.

Delegation in IT network is also an evolving field

2

Nowadays, employee performance is very important for the organization to improve their organization quality and productivity. Given today of employee performance decreasing towards the organization, many organizations are trying to find some ways to increase the employees job performance. According to Ginzberg, Ginsburg, Axelrad and Herma (n.d.), career development is influenced by the educational process, the emotional factor and individual values. Besides, Gerhart et al. (1994) also had established that employee compensation plays such a key role because it is at the heart of the employment relationship, being of critical importance to both employees and employers. According to Holm and Hovland 1999; Schmidt 1999 (as cited in Cheng, 2004), the changes in the organizational structure and the decline in job security has changed the psychological contract between employer and employee. Moreover, according on Al-Anzi (2009) study result shows over than 90% say the quality of their working environment affects their mood and attitude about their work. All the above studies are pointed out those different types of factors which will influence the employee performance in the organization.

To date there's no wide acceptable definition for HRM and what it entirely involves in our daily business world (Brewster and Larsen, 2000). Fewer satisfactory definitions are propounded by completely different author like (Soderlund and Bredin, 2005), whom perceived HRM as 1) Associate in Nursing 'executive personnel responsibility', that principally concern with

management activities.

2) Classified HRM as management philosophy that considerations with folks treatment and finally.

3) Discerned HRM as interaction management between the firm and its folks.

Hour designing was at the start a crucial side of job analyses and was usually used as bases for determinative strengths and weaknesses among the staff and to develop the abilities and competences they required (Gallagher, 2000). As individual career plans began to gain a lot of quality, corporations bit by bit began to pay a lot of attention to the sure skills and competences among individual workers as how of orientating and handling the companies' succession designing (Kuratko and Morris (2002).

As this facet been scrutinized strictly by several researchers, hour coming up with continues to be a complicating and complicated issue of dialogue among the hour practices (Schuler, 1986). In 1978, McBeath self-addressed his read of our coming up with by highlight a collection of problems that he thought to be being necessary with reference to the hour coming up with.

The study argues that time unit coming up

with nowadays may be an important task of each up to date organization's time unit department. in step with H&M planning ,time unit coming up with chiefly involves the identification of skills and ability among the organization, the filling of known ability gaps, and also the facilitation of movements of workers among the organization. an important a part of the time unit coming up with is that the succession coming up with that aims to confirm the provision of people and filling of gaps on senior key positions after they become vacant and fill up competences to areas wherever they're most valued, so need to be a good planning because a good plan half-done of a job.

The company will have to determine if there is adequate organizational capacity to meet the needs and provide the required services. The company will once more consider whether there is technical capacity within the ministry to carry out its defined parts.

This then means that there has to be a degree of professionalism in service distribution rather than the obtaining situation.

Human resource planning is fundamental as an organization seeks to maintain and recover its ability to

achieve corporate objectives by developing strategies which are designed to increase the present and future manpower. This is the initial point whereby the various departments within the Ministry for Home Affairs would be expected to identify the present and future needs of their personnel taking into account the obtaining situation.

However, Robert C. Appleby (1991) deal with that there is great difficulty in forecasting future demand because of the changes in the areas of technology where there are changes in materials, technical systems and methods of power, the economy where there is consideration of markets and capital formation, the social aspect where there is consideration on population trends, education and population mobility and finally political where there changes in industrial relations.

Advantages of human resource planning may be that the right number of staff is recruited at each level in the hierarchy and the staffing requirements can be better table and drive of staff made easier to live up to the expectations of the public.

As businesses face cumulative competitive challenges, the need to increase productivity becomes ever more

important. It has become cliché to say that a business needs the “right” people, in the “right” place, at the “right” time- although that is critical to strategy. Staffing considerations are becoming more important because human resource costs are commanding larger portions of an organization’s financial resources. These costs not only include salaries and wages paid to employees but also the costs of employing, hiring and training employees. Thus the need for human resource planning has become an ever more important aspect of the business planning process (Roberts and Ahmed, S. Basheer: 1990).

(Walker. W. James: 1990) stated that planning for human resources is more important than ever as competitive advantage is sought through superior service, quality, lower costs and organizational effectiveness. He stressed that with increased emphasis on productivity, quality and service, executives now recognize that attention to the financial and technological side of business must be balanced by attention paid to planning for human resources.

Human resource planning plays significant role in enabling organizations to provide quality service to customers.

Human resource planning is concerned with determining the supply and demand for talent. For the talent-management process to work effectively, it is vital that companies make some kind of commitment regarding how they value the talent they have (Grobler, P.A. and Diedericks, H: 2009).

Human resource Management remains critical in organizations as it helps in identifying human resource requirements and also takes care of the future economic environment. As more and more people demand better service from this public institution there could be a demand for more employees for the efficient process of the Ministry. This therefore, means that the company

would need to plan for the future by deciding how many people with what skills and capabilities it would need, planning for recruitment of more employees in cases of shortfalls and also plan for the development of employees in instances of shortages of skilled labor. As Walker James (1990) wrote, concerns are shifting attention from long-range strategic planning to shorter range, more operational planning. The motives cited stem from the changing conditions that gave rise to the

need for strategic planning; rapid change and uncertainty, and decentralization, pressing near term business challenges-immediately evident threats and opportunities and constraints on management time and resources resulting from leaner staffing and budgets.

It is therefore imperative that the Ministry for Home Affairs ensures that it has adequate organizational capacity to meet the needs and provide the required services to the public.

The company must then be able to recruit and retain manpower of the type and caliber it requires for efficient and effective delivery of services to the public.

2.2 Employee Development: there are five types of employee development in this research:

- A. Coaching
- B. Training and Development
- C. Empowerment
- D. Participation
- E. Delegation

2.2.1 Coaching

Individuals are allowed to take the responsibility. They are treated as a partner to achieve personal and organizational goals. As goals are achieved, the performance

is enhanced (Agarwal, 2006).

2.2.2 Training and Development

Training is the permanent change in behavior. Employee should be taught how to do a particular task? Development is a long term process (Leibowitz, 1981). Training and development, it increases the employee efficiencies, capabilities for doing individually job performance among the employees. It's an importance task for development and success of the organization. According to Dr. Shahid Jan, Muhammad Hashim (2014) demonstrates that the main task of every organization is to develop its performance. But it is not possible without the training and development among employees. From this study found that There is a significant relationship between 'training and development' and organizational performance.

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Training and development is essential in the company largely due to the constant changes in technology.

P.A. Grobler & H. Diedericks, (2009) revealed that once a candidate has been appointed, a training plan can be written and executed. This will help employees to perform their current jobs more efficiently, prepare them for the next job on the career ladder, and prepare them for a job in a different discipline. It is significant to note that besides the need for more training related to providing knowledge, building skills or improving attitudes, the competency-based approach must also include issues such as changing the motivation levels of employees and cultivating and developing personality traits to produce exemplary performers.

Training and development at the company is critical as it will be used in maintaining and improving on the job performance. There is somehow a greater need for all the departments of the company to ensure there is adequate training for its employees in technical skills. This thrust towards training and development will help employees set their own training and personal goals every year, thereby increasing employee productivity and morale.

It is important for the Heads of Departments (HOD) to note that the environment in which the public sector is operating is turbulent and calls for all of them to identify the training needs of each employee in order to improve service delivery. The implication of this is

that the skills, competencies of employees need to be updated regularly to meet the new challenges facing the companies.

To realize this, training and development programs must be aligned with the future goals of the company. This will help achieve the right focus for the training and development efforts. For managers to manage change effectively and beneficially, they need to consciously incorporate training and development into the very fabric of their everyday managerial practice (Hamlin et al: 2000).

Once training requirements have been identified, the human resources managers should initiate training programs. These could take several forms like on the job training, job rotation and internship, skills and abilities. However, the disadvantage of this strategy is that it reveals very little about the applicant's soft skills such as typing skills.

2.2.3 Empowerment

Empowerment means to increase the capacity of the employee and also provide freedom of work which will build the confidence among the employees. Empowerment as a relational construct, in the management and social influence literature, power is primarily a relational concept used to describe the perceived power or control that an individual actor or organizational subunit has over others (Bacharach Kotter, 2010; Parsons & Smelser, 2016; Pfeffer, 2014). Taking its emphasis from social exchange theory (Thibaut &

Kelley, 2012), this literature interprets power as a function of the dependence and/or interdependence of actors. Power arises when an individual's or a subunit's performance outcomes are contingent not simply on their own behavior but on what others do and/or in how others respond (Thibaut & Kelley, 1959). The relative power of one actor over another is a product of the net dependence of the one on the other (Pfeffer, 2008).

2.2.4 Participation

By letting employees participating in organizations policies or decision making can lead the employee to enhance the performance. They will be able to make more smart decisions.

This article is about participation in processes of public decision-making. For a more general discussion of participation in decision processes, and reference to other contexts in which participation is of (growing) relevance, see making. Participation in social science refers to different mechanisms for the public to express opinions – and ideally exert influence – regarding political, economic, management or other social decisions. Participatory decision-making can take place along any realm of human social activity, including economic (i.e. participatory economics), political (i.e. participatory democracy or parpolity), management (i.e. participatory management), cultural (i.e. polyculturalism) or familial (i.e. feminism).

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that some version of transparency, e.g. radical transparency, is necessary but not sufficient. It has also been argued that those most affected by a decision should have the most say while those that are least affected should have the least say in a topic.

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Delegation in IT network is also an evolving field

2.3 Employee performance

Employee performance is really an important topic in hotel management. Through development will get good feedback from the employees. Employee development depends on employee performance according to Bhattacharjee, (2016). "An Effective Model (The EMPEN Model) to Evaluate Employee engagement." (The selection process, training and development, salary and monetary incentives, opportunities of growth, leadership and management styles, nature of jobs, congenial relationship with the employees, opportunities of promotion. When you want to get better performance among the employees, you need to focus on good working environment, good selection process, training and development also rewarding and promotion that have been focus in my these paper. Best plan

is most important to get best performance through employee engagement factors.

According to The Academy of Management Journal (June 2009) Interactive on self –reported creative performance that effects of growth need strength, work context, and job complexity. To learn a new things stretch themselves, strive to do much better in their jobs that scored individual highly measures of growth. If we give the opportunity to the employee, the productivity will be higher than before and company growth will be increased and it affects the employee performance. If the employee performance is not increased, the company growth will not be increased. There is positive effect of employee on organizational performance.

Hypotheses 5 was developed as follows: There is a significant relationship between 'opportunities of growth' and organizational performance.

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Employee consistently demonstrates three general behaviors which improve organizational

Performance:

- Say-the employee advocates for the organization to co-workers, and refers potential employees and customers
- Stay-the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere
- Strive-the employee exerts extra time, effort and initiative to contribute to the success of the business (Baumruk and Gorman, 2006)

Performance is a dimensional construct (Ostroff, &

Bowen, 2000) and has been variously conceptualized. Dyer, & Reeves, (1995) renowned different types of performance measures that are most appropriate for SHRM research. They proposed four effectiveness measures:

- (1) Human resource results such as absenteeism, turnover, and individual or group performance.
- (2) Organizational outcomes such as productivity, quality and service.
- (3) Financial or accounting outcomes such as success, return on assets, and return on invested capital.
- (4) Stock market performance (stock value or shareholder return).

In this study, we used Delaney and Huselid's (1996) individual market performance measure as our organizational performance indicator. This individual market performance measure includes sales, profitability, and marketing. Although there are anxieties about the use of subjective measures, such as increased measurement errors and the possible for common method biases, there are still some compelling reasons for using such measures (Chuang, & Liao, 2010; Takeuchi et al., 2007). First, Gupta and colleagues (Gupta, 1987; Gupta, & Govindarajan, 1984; 1986) noted that objective

financial performance data on individual units that reveal their organizational identities are very difficult, indeed virtually impossible to obtain. Second, Wall, Mitchie, Patterson, Wood, Maura, Clegg, and West, (2004) recently demonstrated convergent, discriminate, and construct validities of subjective performance measures judged against objective performance measures in research findings relating management practices and performance, suggesting that self-reported measures are useful in studies where objective ones are not available. They also estimated an average of .52 correlations between manager's perceived and actual firm performance (Wall et al., (2004). Thirdly, we used a subjective market performance amount because the comparative method has been suggested to be more effective at eliciting responses than directly asking respondents to provide exact figures (Tomaskovis-Devey, Leiter, & Thompson, 1994). Katz and Kahn (1966) proposed that spontaneous or extra-role behaviors are necessary for effective organizations. Consistent with Katz & Kahn's (1966) entitlement, researchers have suggested that the difference between outstanding and average service companies is that in the former, employees exert more discretionary

effort and engage in OCBs that favorably influence customers' perceptions of service quality (Berry, 1999; Bowen, Schneider, & Kim, 2000; Morrison, 1997). Organ definite OCB as a class of discretionary behaviors that contribute "to the maintenance and enhancement of the social and psychological context that supports task performance" (1997: 91). OCB has been variously conceptualized over the years (cf. Bateman, & Organ, 1983; Organ, 1988; Williams, & Anderson, 1991). One of the most popular conceptualizations is the one developed by Organ, (1988; 1990). Organ (1988) originally proposed a five-factor OCB model consisting of altruism (helping other organizational members with organizationally relevant tasks or problems); courtesy, consulting with others before taking action); conscientiousness (e.g., behavior indicating that employees accept and adhere to the rules, regulations, and procedures of the organization); civic virtue (e.g., keeping with matters that affect the organization); and sportsmanship (e.g., a willingness on the part of employees to tolerate less than ideal conditions without complaining and making problems seem bigger than they really are).

2.4. SUMMARY

A literature review is a critical analysis of published sources, or literature, on a particular topic. It is an assessment of the literature and provides summary, classification, comparison and evaluation. At postgraduate level literature reviews can be incorporated into an article, a research report or thesis.

In this chapter two I review and discuss the five variables are given below .

- A. Coaching
- B. Training and Development
- C. Empowerment
- D. Participation
- E. Delegation

3.1

The main objective of this study is to find the impact of Human Resource on employee performance. However, this chapter presents developed hypothesis of the study, primary and secondary objectives of study, research method, data collection method & survey instrument, sample size, sampling method, data analysis procedures and theoretical framework of the study. In this study primary data is collected by questionnaire survey. Coaching ,Training & Development , Empowerment ,Delegations congenial relationship with the employee, opportunities of promotion are selected as independent variables whereas customer performance is considered as dependent variables of the study. Personnel of marketing department of educational institu-

tions are targeted respondents in this research.

3.1 RESEARCH MODEL

In this research project, Coaching, Training & Development, Participant, Empowerment, Delegation, opportunities of growth, Placement, congenial relationship with are selected to measure Human resource management and organizational performance is dependent variable. It is assumed that organization performance is changed cause of any increase or decrease in HR. If HR turns up meaning increases then employees performance increases. Likewise, if HR falls down meaning decreases then employee's performance also decreases. However, the following hypothesizes have developed based on such assumptions.

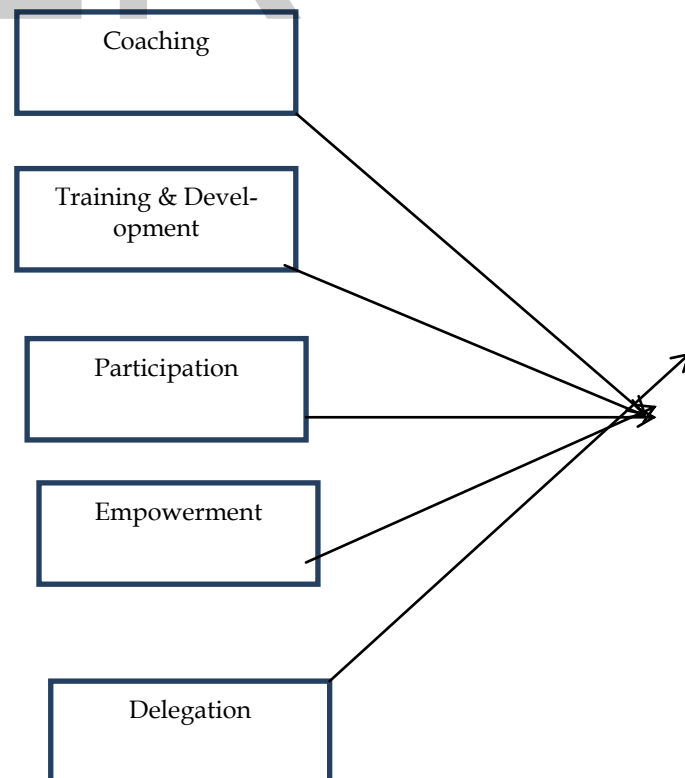


Figure3.1: Research Model

3.2 Research Hypothesis

- 1) There is positive impact at employee development (coaching) on employee performance within in H&M in Malaysia.
- 2) There is positive impact employee development (training & development) on employee performance within H&M in Malaysia.
- 3) There is positive impact of employee development (participation) on employee performance within H&M in Malaysia.
- 4) There is positive impact of (empowerment) on employee performance within H&M in Malaysia.
- 5) There is positive impact (delegations) on employee performance within H&M in Malaysia.

3.3 PROCESS OF DATA COLLECTION

In this study, primary data is collected through questionnaire survey in selected area. Researcher Veal (2006) said about primary data, 'Primary data means purely new record, which is accurately collected during research period and research is the first user of it'. During this survey, a structured questionnaire is distributed to each respondent and requested to fill up every field of the questionnaire properly without leaving any empty field. The questionnaire is distributed randomly and collected data record into excel based database to make data relevant. Thus survey for primary data collection is done.

3.4 TARGET POPULATION OF THE STUDY

According to McDaniel (2001), one of his papers, he

Employee
Performance

said that ‘the target population means total number of people from this group of people, a researcher can choose to collect required amount of samples to meet the study objectives’. Keller (2009) said, ‘Target population indicated a population group that is the group of overall matter regarding the research project interests to the statistics practitioners’. However, in this study, the employees are doing job at different department in H&M KL in Malaysia are the target population.

3.5 SAMPLE FRAME

Sample profile describes both sample size and sampling method of the study. In this research sample is collected from HR departments and almost a multinational company in Kuala Lumpur City in Malaysia. Additionally sample collection survey is strictly selected areas of Malaysia Kuala Lumpur City area. The question is provided the sets in Kuala Lumpur city in Malaysia.

3.6. SAMPLE SIZE

This study research has done in sets in Kuala Lumpur city area. Total employees of this company are 200 that mean total population. According to the population of the study 150 questions are distributed among the employees, only 104 questions are collected from this company. The entire question is collected from the human resource department. The human resource department is very helpful to this survey. All the employees are cordially accept the questioners and fill up and total number of population in Kuala Lumpur city almost 200 employees of H&M , questionnaire col-

lected from the respondents of 52% according to the below equation:

3.7 SAMPLING METHOD

$$n = \frac{M}{[(S^2 \times (M - 1)) \div pq] + 1}$$

Cost is the reason why most of the researchers stand for examining a sample but do not study the population. Statistical analysis allows them to make findings of whole population on the basis of result of sample (a little part of whole population, similar basis) analysis’ (Keller, 2009). During the survey questionnaire is distributed randomly basis to respondents.

Probability based random sampling is the simple and easy technique to make a small group from a large group or population in the sample collecting area. Random sampling is not affected by gender discrimination or any other categories, meaning that one by one sample is collected from the targeted respondents. At first sample collected from respondents (personnel who are presently working in (H&M) at Kuala Lumpur City area in Malaysia.

3.7 Data Collection Tools

Researcher of this study has conducted a questionnaire survey at Kuala Lumpur city in Malaysia H&M Company during last week of June in 2017. It is strictly observed that respondent has been doing job at H&M to ensure data accuracy to meet objectives of the study. The question is provided 150 feedbacks 104 from this company and 70% of the employee answered their question. The survey questionnaire has structured into three sections. There are 20 items re-

garding independent variables (HR Coaching, Training and Development , Delegations , empowerment , congenial relationship with the employee, opportunities of promotion) included in section two. Finally 7 items are comprised about dependent variables (employee performance) in section three. Thus primary data is collected through this questionnaire survey.

3.8 TECHNIQUES OF DATA ANALYSIS

As first step, collected primary data is slotted out into excel based database and maintained questionnaire sequence to avoid double entry error (Bhattacharjee, A., 2016). After that arranged data has transferred from excel database to new developed SPSS database. Three different analyses have been done to measure variables, which could make well sound to meet research goal. These statistical analyses are reliability and validity analysis, which have done on SPSS by following method of CronbachAlpha, correlation analysis has done on SPSS to identify the significant relationship between variables and also measure the control variables as well and thirdly, liner regression analysis has employed to address the model is significant or not and recognized the hypothetical fact of the study. After getting all results, discussion of findings, conclusion.

4 CITATIONS

There are five factors that have been shown with each factor have questions and their relation. The questions have validity and reliability is shown table (1) that has been given below. Dependent variables have five fac-

tors and dependent variables considered as organizational performance.

4.1 DESCRIPTIVE STATISTICS OF RESPONDENT

4.1.1 RESPONDENT PROFILES

This table is shown respondent profile the employees answered our question. The background of the respondent that is easy for our research. It has been shown Gender, age, country, income, marital status, department, and job experience of respondent profile. The participant have participate male and female also different ages comments differently. On the other, different country people works of this hotel indifferent position and also income is different in different position according to the department

4.2 Validity and Reliability

Table (4.1) Corrected items total correlation and Cronbach's alpha

Dependent Constructs	Corrected Item-Total Correlation		Cronbach's alpha
Coaching	C 1	.568	0.775
	C 2	.657	
	C 3	.611	
Training and development	TD 1	.660	0.794
	TD 2	.680	
	TD 3	.660	
	TD 4	.667	
Participations	P1	.568	0.797
	P2	.657	
	P3	.611	
Empowerment	E1	.592	0.800

	E2	.592		Gender	Male	65	52.9%
	E3				Female	40	47.1%
	E4	.593		Type of company	Multi	30	42.6%
		.667			National	25	31.7%
Delegations	D1	.733	0.853		National	40	19.9%
	D2	.729			Limited	10	5.8%
	D3	.717			Others (Please specify)		
Employee Performance	EP1	.682	0.912	Age	Less than 30	15	40.4%
	EP2	.734			30-39	23	39.4%
	EP3	.716			40-49	56	17.9%
	EP4	.788			50-59	11	2.2%
	EP5	.739			Nationality	Malaysian	89
				Foreigners		16	6.6%
				Monthly Income (RM)	Less than 2000	12	28.2%
					2000-4000	55	33.3%
					4001-6000	14	21.2%
					6001-8000	12	8.3%
					8001- 10000	03	5.1%
					More than 10000	04	3.8%
				Position	HR	1	1.0%
					Manager	67	57.1%
					Junior Executive	36	40.9%
					Senior Executive	7	1.0%

The questionnaire was designed in order to collect data from the company (H&M) employees. For validity concerns, the survey was piloted on a sample of 50 employees to check its face and content validity. The comments of respondents related to language and design of questionnaire were considered in the final form. To investigate the content validity, corrected item-total correlation statistics were used to determine the retained variables. All items within each construct were found valid scoring a loading greater than 0.35 and retained in the final version of the questionnaire (Netemeyer et al., 2003). For reliability of constructs, Cronbach's alpha coefficient was calculated and exceeded 0.70 for all constructs meaning that the questionnaire results are reliable (Hair et al., 2010).

Table (4.2) Gender, Type of Company, Age, Nationality, Monthly Income, Position and Language

	Description	Frequency	Percentage
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	General Manager		
Language	Bahasa	78	81.9%
	English	27	23.1%

The descriptive statistics table (2) shows that 52.9% of the respondents are male while 47.1% of them are females also age showed that those ages less than 30, only 40.4% work in this company. Those age around 31 to 39 the 39.4% of the employee work in this company. Those age around 40 to 49 the 17.9% of the employee work in this company. 2.2% of the employee work those ages more than 50 of total population of the employee works in H&M that is Malaysian. On the other hand 2% the least population of the employee work that they are Afghanistan. The second highest population of the employee works in Bengali people that are 2.3%. Nepali people 2.3% is the same as Indonesian employee work in (H&M). So, Malaysia employee is more engaged in this company than others.

On the other see that, only 28.2% of the peoples those income less than 2000, then highest number of people work, those basic income range around 2000 rm, those basic income range more than 2000 rm, only 33.3% of them. The table shows that the married and unmarried person those work in this company in Malaysia. As seen that positioned person are more engaged members 57.1% of junior executive person involve in this company, on the other hand only 40.9% senior executive person work. According to the information on ta-

ble (2), guest service, concierge, security, communication, marketing carried 29.7% and purchase, HR, finance, administration, store and technical carried 70.3%. According to the information on the above table, the number of male and female members who have their work experience from more than 1 year at this company in Malaysia. 44.3% of the total sample population who have who have their work experience between 1 to 3 years. This the highest population works in this hotel. On the other hand, only 13.6% of the population work those work experience more than 9 years. Those work experience 1 > 3 years and 6<9 carries almost the same percentage between 20.3% and 21.8% of the population. As seen that those experience 6<9 years they are the highest number of population of the employee works at this company in Malaysia.

4.3 HYPOTHESES TESTING

To test the regression model, below Table (1) outlines the construct corrected item-total correlation, and Cronbach's alpha. Looking at Corrected Item-Total Correlation statistics, the revealed values of all constructs are between, 0.30 and 0.80 which is evident of construct validity. In total and from Table no. (1), considering Cronbach's alpha, all values of Cronbach's alpha are greater than 0.70. For normality, Skewness values for all items are less than (1), Variance Inflation Factor (VIF) values are less than 10, and the findings are reliable.

The Regression conceptual model is used to measure

the causal relationships among the constructs. It is found that the model components have a significant effect on improving employee organizational performance in H&M ($F=27.094$ and $p<0.01$) Table (1.9). The results revealed that one or more components of the regression model have a significant effect on improving customer satisfaction.

4.4 SIGNIFICANCE OF REGRESSION

Table: (1.9) Anova analysis of regression

ANOVA^a

Model	Sum of square	Df	Mean square	F	Sig.
1 Regression	27.098	6	4.516	20.433	.000
Residual	67.414	305	.221		
Total	94.513	311			

a. Dependent variable: Employee Performance

- b. Predictors: (Constant), COACHING, Training &Development, Participant , empowerment ,delegations , employee performance
- c. The regression model is used to measure the casual relationship among the constructs. It is found that the model component has a significant effect on improving company organization performance. The findings exposed that the four of the five hypotheses measured in the study are supported and the factors involved in this study are significantly affecting the employee performance within company. However, the factors have different effect on the organization performance within company. Some factors were found positively affecting organization performance,

while some others were found negatively affecting the outcome variable. The interpretation of positive and negative effects reflects how employees perform their tasks within this company.

4.5 MODEL SUMMARY

Table (1.10) Regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535 ^a	.287	.273	.47014

a. Predictors: (Constant), COACHING, Training &Development, Participant , empowerment ,delegations . According to table (1.4) the regression model analysis R Square .287% constant opportunities forCOACHING, Training &Development, Participant , empowerment ,delegations , employee performance and congenial relation with employees these are factors that 28.7% are direct influence to dependent variable on organization performance

4.6 Regression Analysis

Table shows there are six factors out four are significant relation with the customer satisfaction two are negative that there are no relation with customer satisfaction. The factors are COACHING, Training &Development, Participant, empowerment, delegations, employee performance

ing	-.157-	.058	-.154-	-	.011
	.420	.052	.441	2.722	.14
T&D	.067	.060	.061	-	2
				8.049	.00
Partici- pant				1.105	7
					.00
Empow- erment					0
					.27
Delega- tion					0
Emp. Perfmnc					



Table (1.7) Regression analysis

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	1.009	.419		2.410	.017
Coach-	.189	.066	.149	2.876	.007
	.147	.057	.127	2.566	.004
	.092	.063	.080	1.471	.144

a. Dependent Variable: Employee Performance

Respondents perceive table (1.7) five constructs out of four to have positive effect on the Employee Performance within this company. The value content is positively affecting Opportunity & Growth ($\beta=0.420$ and $p<0.01$). This construct depicts the importance of perceived value, and how this supports the customer satisfaction on restaurant industry. Physical environment which deals with direct and positive relationship between physical environment and customer satisfaction ($\beta=.189$, and $p<0.01$). During the physical environment can have a significant impact on perceptions of

the overall quality, which in turn affects customer satisfaction in the restaurant industry (Brady & Cronin, 2001). The effect of physical environment on Employee Performance effects positively? There is positive relation with placement on Employee Performance ($\beta=.067$, $p<0.05$) during the placement does the restaurant improve the building quality select and after that how it effects on employee performance. Harris, Baron, and Parker 2000, confirmed that placement was common in many social settings; the topic was largely unexplored in the commercial setting. One aspect of Training & Development that has received relatively more attention was employee both with the service employees and with fellow customers. Another one HR Planning there is no significant relation with employee performance that presents but positively effect on ($\beta=.127$, $p<0.05$). These opportunities of HR Planning direct affect the customer satisfaction according to Bech-Larsen, Grunert, & Poulsen, 2001 Interactive effects of healthiness need strength, context, and guest complexity on self-reported creative employee performance. On the other hand found another negative relation with employee performance that is Training and Development ($\beta=-.157$, $p<0.01$) that means not good relation among the employees in the organization is very important, will able to increase the Training and Development, according to (Yang, 2004) The demand for good quality catering service is expected to grow steadily. It is shown that significant is good where suggestion is to improve the Training and Development according to the result..

5

The result of regression analysis, factors indicate that the independent variables significant impact on organizational performance. the correlation between independent variables namely work environment, HR Coaching, training and development, empowerment, delegations with employees and opportunities for promotion and dependent variable that affects the organization performance. As seen that there are five dimensions of independent variables significantly correlated with dependent variable at different level. ANOVA analysis shows that dependent variables performance and independent variables Coaching, Training & Development, Participants, Empowerment, Delegations. According to the ANOVA analysis ($F=68.029$) which means positive effect on organization performance and there is significant relation dependent variables. According to Anitha.J the result of ANOVA for employee engagement ($F=44.620$).

5.1 Discussion

According to these theses, There is a positive relation independent variables influences on organizational performance that mean adjusted R Square 86.7% is positive. On the other hand, Anitha,J, "Determinants of employee engagement and their impact on employee performance," International Journal of Productivity and Performance Management (2014). It was found that, all independent variables factors were predicted of employee performance (R^2 , 0.672), however, the variables that had major impact were working environment and team and co-worker relationship. Em-

employee performance had significant impact on organization performance (r^2 , 0.597). According to regression coefficient analysis these β value suggested that congenial relation with employees 53.3% are influence and 3.6% are influence on work environment. According to reference, J the β values also suggested that working environment influences up to 53% as a determinant of employee performance and team and co-worker relationship has about 36% influence.

5.2 Implications

Desirable work environment comprises both physical and emotionally safe environment that will motivate the employee to be engaged at work. Studies (Holbeche and Springett, 2003), show that people perceive their workplace, and their contribution in their role at workplace, play a major part in their engagement and hence performance. Work environment motivate among the employees to increase the highest level of engagement. It is very important to support the employees work environment through creating engagement. Studies (Islam and Shazali, 2011) show that a good quality physical working environment leads to better service to customers and supports higher output. Studied form theses there is significant relation that work environment on organization performance. From these there are seven factors that direct significant effects on employee performance whereas others two are negatively impact on organization performance. These five factors will increase the productivity.

Work policy of three statements corrected items- total correlation is more than 0.3 and Cronbach's Alpha is more than 0.7 that presents 0.775. Manager of this ho-

tel leads all employees fairly and co-worker are helpful each other of this hotel which corrected item- total correlation results same value that is 0.686 which is more than 0.3 and Cronbach's Alpha for two statement is 0.813. The company should focus how to increase the good work environment in different method, than must have to focus improving the accomplish task in different way and provide a good and healthy life. On the other hand, congenial relation with employees is another factor that positively effect on organization performance. Collegial and professional skills play an important role in the success of fresh employees (Hertzog et al., 2000). To achieve the organization goal and vision must have to create good relation among the employees not only that company's productivity will be higher and management have the responsibility to care about the employees. Relationship is required to enhance the engagement among the employees.

5.3 Limitations:

The limitations of study is limited in thus of duration that is four months. Additionally, this study focused on only one organization is KlangValley.Hence finding from this study may not be generalize to other organization. Since this study is for limited duration time. The sampling size is only limited to a reasonable number which may reflect only small number of respondents.

5.4 Recommendation

The empirical result shows that there are significant factors that affect between independent factors and

organizational performance. Managers of this hotel might be able to increase the level of factors on organizational performance. Through Work environment, employee selection process, training and development, salary and monetary incentives, opportunities of growth, congenial relation with employees and opportunities for promotion we can apply the level of factors impact significantly to the engagement on organization performance.

Follow the empirical result of the study, firstly the factor work environment this factor contribute significant important to employee engagement on organization performance carry mean score 3.5, which is employee is satisfy with their work environment. Author also suggests solution, how important to this factory. Manager should focus how comfortably the employee can perform well in the organization through better services. Manager must have to focus on work environment in the organization.

Secondly, planning is the most important factor to independent on performance. When the company will hire should focus on skill employees that can give the better performance that is why the author suggest the solution to this factor mean score 3.35 which lower is not satisfactory , the manager should focus on it to employee selection time. Another factor is training and development which mean score almost moderate 3.49, which is not satisfactory at all. They should focus development of the training program. Every employee should be well trained to increase performance of the organization. Salary and monetary incentives is the another factor which mean score 3.47 not satisfactory

among the employees. So the employee is not satisfied with their salary and the company should be maintained well-structured salary system. Opportunities of growth are the important factor to the employee engagement on organization performance. These factors mean score carry 3.55 sounds good for the company. This hotel company is going on the right track and also this hotel should focus create great opportunities among the employees and increase the growth. Job nature is another factor; all the employees maintain the company discipline, attitude, manner, norms and policies is properly maintained. The mean score is now satisfactory level 3.57. Congenial relation among the employees behave very well because of mean score shows 3.59 which is good for the company. Employees are now cooperative each other to their task. This is also the factor the author suggest to measure the engagement to increase the performance of the employees. The author suggests the last factor opportunities for promotion which is the highest satisfactory level mean score 3.64. This hotel creates the opportunities among the employees for promotion. This paper assumes employee engagement is independent variables which are nine dimensions and organization performance is dependent variables.

Thirdly, Organization performances of dependent variable mean score 3.52 that means through nine factors how to increase the employee performance among the employees. This hotel employee's performance is good. According to above discussion the author suggests solving the problem through engagement to increase the performance. The manager can share the

authority and involving them activities among the employees and this involvement can create the positive attitude that will be achievable of the company goal.

5.5 Conclusion

The above study signifies the importance of independent factors on organization performance and significantly effect on it. It also depicts that there is strong significant relationship between employee engagement and organization performance. Regression analysis predicts that various factors that effect on engagement, all the factor came out with significant path validity or t-value. Work environment, employee selection process, training and development, salary and monetary incentives, opportunities of growth, leadership style, job nature, congenial relation with employees and opportunities for promotion and dependent variables that affects the organization performance. From the above factors there are seven factors are found that significant effect of employee engagement and organization performance. In terms of improvement of the organization it is important to utilize the seven factors to increase the productivity. Apart from this, training and leadership style is not significant effect the relation between employee engagement and organization performance .

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