



INVESTIGATION OF FACTORS INFLUENCING EMPLOYEE PERFORMANCE USING STRUCTURAL EQUATION MODELING

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Abstract

This paper focuses on employee performance and the factors that influence them. Employee performance is the key indicator of an organisation success rate. In this era of globalisation, the companies have a cut throat competition and it has a major impact on employee performance. In today's growing competition every organisation is in a state to identify and recognise the internal human element (i.e.,) human resource. This will definitely impact and increase the organisational performance. The purpose of this study is to identify the factors that influence employee performance using the structural equation modelling. A theoretical framework was developed using different factors that will have an impact on employee's performance. The factors identified for the study are perceived social responsibility, perceived organisational responsibility, Employee Satisfaction, Leadership and Recognition along with the dependent factor, Employee Performance. Quantitative analysis was done to identify the factors that influence the employee performance. A structured questionnaire was circulated among 452 employees and 300 samples were taken into consideration for the study from different automotive companies in Chennai. Analysis was done mainly through structural equation modelling and the highest and lowest influencing factors were identified.

Keywords: Employee Performance, Employees, Perceived Organisational Responsibility, Perceived Social Responsibility, Recognition, Leadership, Employee Satisfaction

1. INTRODUCTION

Human resource is the main aspect of each and every organisation. Lot of efforts have been taken up by organisation in order to increase the performance of the employees. If the management activities have to run well the companies should have highly knowledgeable and very highly skilled employees (Adriani Kusuma, Gazali, Zef Rizali., 2023). To achieve business excellence in the current business environment it has become a mammoth difficulty and challenge for many corporate companies (Musa, Rey Kekwaleswe., 2023). It is said that continuous learning and performance coaching are the most important and key indicators to identify individual performance of the employees' (Sunil Budhiraja., 2021) The study about the human resource management has increased post COVID-19 because lot of discrepancies happened post pandemic. (Nadella & Rahadi 2020). In today's organisation productivity is one of the key issues that arises on day-to-day basis. Fierce competition and the volatility in business environments have made employees to rethink their designing patterns and bring the best out of employees. Perceived Organisational Support helps to improve employee's commitment and it ensures increased organisational performance (Imamoglu et al., 2019). Perceived organisational support is one of the basic constructs that examines the relationship between an employer and employee. The perceived organisational support is important for organisational performance and also for employee wellbeing. Perceived organisational support from the previous studies has shown that it has positive impact on attitudes and the work behaviour of the employee and it has resulted in positive way towards the employee performance. Nowadays organisations are undergoing lot of changes because of various updates. Likewise, the employees also have to update themselves to make them fit for the workplace in order to balance the existing competition from internal and external environment. The changing environment has created extreme pressure for the employees from their stakeholders. So, the top management have to recognise the employees for their work so feel extremely motivated in carrying out their work. Recognition can be done through monetary or



non-monetary ways. Recognition can drastically improve the performance of the employee. Employee satisfaction is another key variable that impacts employee performance to a greater extent. When the employee is highly satisfied, he tends to show improved performance and his output will be tremendously high compared to the other employees who are not satisfied with their job. Leadership is also an important factor that can influence the employee. When the employee works under a good leader automatically, he will be performing good and vice versa. Leadership skill differs from organisation to organisation. The basic three types of leadership styles are Autocratic, Bureaucratic, Laissez-Faire. Nowadays organisations have an increased awareness about corporate social responsibility. Only very little studies have been done to measure corporate social responsibility towards employee performance. This paper will state about the influence of all the above-mentioned variables towards employee performance

2. REVIEW OF LITERATURE

(a) Perceived Organisational Responsibility

Perceived Organisational Responsibility (POR) alludes to representatives' insight which concerns the degree and the association esteems their commitment and it often thinks about their prosperity. Perceived Organisational Support has found to have significant results with representative prosperity and execution. Research based on Perceived Organisational Responsibility (POR) started with perception that assuming directors are very worried about the representatives' obligation to the association, workers are centred around the association's obligation to them (Eisenberger, Huntington, Hutchinson, and Sowa, 1986) Organizational help hypothesis (OST: Eisenberger, Huntington, Hutchinson, and Sowa, 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995) holds that workers foster POR to address issues for endorsement, regard and connection, and to evaluate the advantages of expanded work exertion. POR expands workers' felt commitment to assist the association with arriving at its goals, their emotional obligation to the association, and their assumption that superior presentation will be compensated. Social results of POS remember increments for in-job and extra-job execution and diminishes in withdrawal ways of behaving like non-attendance and turnover. (Sean T. Lyons et al, 2019) analysed the individual employees in the workplace, the organization, the workgroup's 4 levels of factors, and the extra-organizational environment; moreover, evaluated the other levels of influence, self-categorization theory, offer proposition, along with generational theory. To influence the shape of the potential of different levels of employees, the dynamic social-ecological methodology was utilized. The outcome signified that every single level of influence and adjacent levels were affected. Subsequently, every level of influence was dynamic over time. Consequently, the employees were not static, however, it was ever changed. (Anna Wojcick-Karpacz, Jarslow Karpacz et al, 2019) Perceived organisational support was identified way back in 1980's in United States. Organisational support theory states that the social exchange values created an increased level in their performance. Higher the perceived organisational support there was a positive growth in terms of employee performance. (Li sun 2019) Perceived organisational support is one of the main factors that can be influenced by the way employees are treated in an organisation. Perceived organisational support is completely taking care of an employee by looking into his professional and personal needs and wants. Paying him good salary, taking care of his medical expenses everything comes under a good organisational support.

(b) Perceived Social Responsibility

Many studies have shown that Corporate Social Responsibility (CSR) has a direct impact on employee performance (Agnes et al., 2020). One more study stated that the organisation must have concern about the people as they have on their products and services (Hatane 2020). It



was seen that PSR exercises decidedly affect hierarchical, monetary, and non-monetary execution (Ali et al., 2020; Javed et al., 2020). Perceived social Responsibility (PSR) is the cycle where an association goes past the monetary and financial interest, corporate activities, and strategies to influence the partners emphatically (Turker, 2009; Gond et al., 2017). With time, the idea of borderless development of hierarchical revolt brings about cultural worries and authoritative practices' outrages (Wang and Bansal, 2012). These worries shock the examination of policymakers and specialists toward PSR (Foss and Pedersen, 2016, client devotion (Deng and Xu, 2017), consumer loyalty (Galbreath and Shum, 2012; Saeidi et al., 2015), notoriety (Park et al., 2017; Javed et al., 2020), and pace of speculation. (Zahid et al., 2017) He stated that CSR activities has shown a significant impact on employee turnover, organisational performance, turnover intentions and organisational commitments.

(c) Employee Satisfaction

Employee Satisfaction is a wide term utilized by the HR business to depict how fulfilled or content representatives are with components like their positions, their worker experience, and their employers). Human Resource Practices play a significant role that has a greater impact on employee performance (Mohammed Saud Mira et al., 2019). Employee Satisfaction is one key metric that can assist with deciding the general soundness of an association, which is the reason numerous associations utilize customary reviews to gauge Employee Satisfaction and track satisfaction patterns after some time. (Mitchell et al., 2017) High satisfaction level often explains about the content and how the boss treats their employees. Organisational psychology's main ingredient is employee satisfaction. Many previous studies have shown a positive relationship between employee performance and job satisfaction (Khan et al., 2016 and Nabi et al., 2017). Frequently, Employee Satisfaction is utilized reciprocally with representative commitment; nonetheless, while the commitment is one variable that generally affects satisfaction (and it could be said the opposite is likewise to certain degree valid), the two are not something similar While satisfaction is important for retention, it is not an indicator of execution, but commitment, which displays a representative's enthusiasm for their work, among other things, is directly related to yield. In an ideal environment, pleasure results from both material factors such as income and benefits as well as less obvious factors such as devotion, acknowledgment, and solid management. If an organisation fails to address both sides of the issue, they may discover that they have a careless group comprised of tangibly satisfied workers who are content to do just what is required to stay employed, or a staff of exceptionally drawn in representatives who are performing admirably while looking for new open doors at organisations that are truly willing or ready to fill their material requirements. Employee satisfaction can drastically have an improvement in employee performance (Koedel et al., 2017).

(d) Employee Performance

Employee Performance (EP) is most importantly about correspondence of an employee with his work. Employee Performance is defined as the ultimate knowledge and the ability of an individual to use his skills effectively and efficiently (Amir hussain et al., 2019). (Ismail et al., 2019) stated the organisational culture is like a driving force that motivates employees to perform effectively and efficiently. Workerought to have a feeling that the association needs awesome for them, and thus they will keep on giving a valiant effort and not search for another work. Representative dependability is accordingly not entirely settled by how the association has organized things and the way this is passed on to the worker. (Bataineh., 2017) He stated that the effectiveness and the efficiency of an employee had an impact on the employee performance. (Islami et al., 2018) stated that the factors like policies, knowledge management, practices, measurement, support and organisational activities has a positive influence on



employee performance. (Pawirosumrato et al., 2017) stated that there is a tide between the employee performance and their environment. Physical and non-physical factors both can affect the employee's work performance. (Mensah., 2018) stated that talent retention and talent management is one of the key factors that had a positive relationship between employee performance.

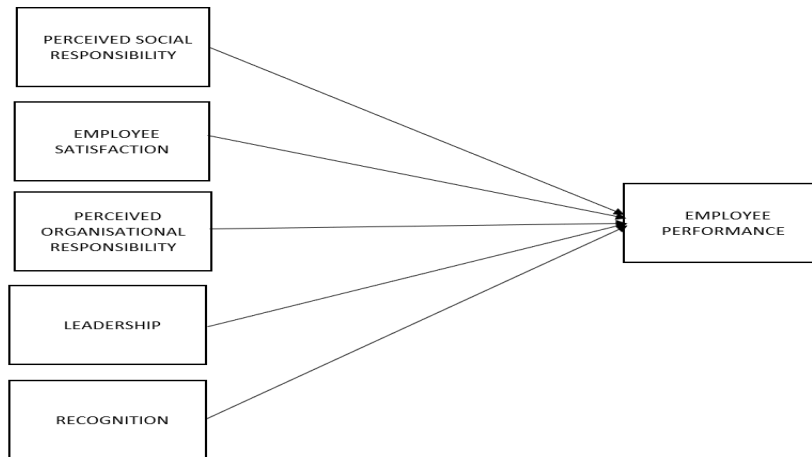
(e) Leadership

Leadership is the main ability that is required in every organisation to make good decisions and good leaders inspire others to work in an organised manner. Most of the organisation follows transactional or transformational leadership style (Sabzar Ahmad Peerzardah 2019). Good leadership always leads to higher level of performance and it increases morale and motivation. Today's workforce and workplace are constantly changing. Digitalization has led leaders to face new challenges in the modern era. The performance of the employees has a greater augment upon the leadership and it had a greater impact on their productivity (Bass et al., 2003). The employee's performance had a direct proportion with the effectiveness of leadership (Iqbal, Anwar & Haider, 2015). Every organisation follows different styles of leadership and they have a unique motivation, objective setting and goals

(f) Recognition

Employee recognition plays a vital role in every organisation. Recognition is a timely way of giving acknowledgement to employees in a formal or informal way. Employee recognition is a kind of incentive approach in management and it plays an important role in many organisations (Tianfei young, Xia Jiang, Huan Cheng., 2022). (Sheridan., 2020) He stated that the job recognition has many motivational factors which includes training, working environments, working with colleagues and their career advancement. (Harney., 2019) He implemented a study and it has revealed that American Psychological Association (APA) is one the most important factor contributing to healthy working environment. There is a lack of study related to employee recognition and the knowledge about employee recognition is very limited (Butler et al., 2019). (Vaadi., 2019) He stated that an inconsistency that occurs in recognition programs may cause the employees to feel horrible and they may gradually decrease in their effectiveness and efficiency. (Krawck., 2018) He surveyed 2415 employees and found that there is a link between loyalty, recognition and employee performance. Recognition can be either given to an individual employee or to a team of people. Recognition to an employee can be given when their values, outcomes, and business outcomes are beyond an expected level (Hedger., 2017). Employee recognition is a fundamental aspect to inspire and encourage employees to perform well (Saunderson., 2016).

Conceptual Model



Source:

Silva, P., Moreira, A. C., & Mota, J. (2023). Employees' perception of corporate social responsibility and performance: the mediating roles of job satisfaction, organizational commitment and organizational trust. *Journal of Strategy and Management*, 16(1), 92-111.

Caesens, G., & Stinglhamber, F. (2014). The relationship between perceived organizational support and work engagement: The role of self-efficacy and its outcomes. *European Review of Applied Psychology*, 64(5), 259-267

3. RESEARCH OBJECTIVES

1. To evaluate about the socio-economic and demographic profile
2. To examine the relationship between Perceived Social Responsibility, Employee Satisfaction, Perceived Organisational Responsibility, Leadership and Recognition.
3. To examine the factors which has more influence on employee performance

4. RESEARCH METHODOLOGY

The study was conducted to evaluate the employee's performance. The study was conducted in automotive industry. The main objective of the study is to identify the employee performance in automotive industry. The study analysed perceived organisational responsibility, Perceived social responsibility, Employee Satisfaction, Leadership and Recognition towards Employee Performance. Here, the questions were designed and the trends were established in the quantitative study on employee's performance. Questionnaire were circulated at managerial and professional levels and similarly the respondents were from Chennai. To rate the following respondent's responses, the five-point Likert scale was utilized. The questionnaire was circulated to 452 employees and 300 data were taken into analysis removing all the redundant and outliers. The data collected is used for empirical analysis. The relationship between perceived organisational responsibilities, perceived social responsibility, employee satisfaction, leadership and recognition were analysed towards employee performance. Simple random sampling was used to collect data from all the respondents. The questionnaire analysed the demographic variables which includes gender, and employee performance. Descriptive statistics were done to evaluate the socio-economic factors. Structural Equation Modelling was

done to identify the relationship between the constructs. Below given table shows the demographic profile analysis.

5. DATA AND INTREPRETATION

Table 1(a): Demographic Profile of Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25	44	14.6	11.0	11.0
	26-40	109	36.3	36.3	47.3
	41-56	114	38.1	38.1	85.4
	57-75	33	11.0	14.6	100.0
Total		300	100.0	100.0	

1(b)

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	169	56.3	56.3	56.3
	Female	131	43.7	43.7	100.0
	Total	300	100.0	100.0	

1(c)

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Post Graduate	78	26.0	26.0	26.0
	Under Graduate	102	34.0	34.0	60.0
	High School	46	15.3	15.3	75.3
	Diploma	43	14.3	14.3	89.7
	Doctorate	31	10.3	10.3	100.0
	Total	300	100.0	100.0	

1(d)

		Work Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	95	31.7	31.7	31.7
	3-10 years	153	51.0	51.0	82.7
	Above 10 years	52	17.3	17.3	100.0
	Total	300	100.0	100.0	

The details regarding the respondent's gender, education, and age and work experience are given in the above table.

Age: In the table 1(a), the details regarding the age of the employees are mentioned. The majority of the employees are from 41-56 age group (38.1%), next is 26-40 age group (36.3%), next comes under 25 age group (14.6%) and the last is 57-75 age group which has the least 11%.

Gender: In the table 1(b), the details regarding the gender of the employees are given. The gender is categorized into two groups (i.e., male and female). The percentage of male employees was about 56.3% and the percentage of female employees was around 43.7%.

Education: In the table 1(c), the details regarding the education of the employees are given. Undergraduate employees have the highest percentage (i.e., 34%), next comes the post

graduate employees with 26% and next is high school with 15.3%, and then diploma with 14.3% and the final one is doctorate with 10.3%.

Work Experience: In the table 1(d), the details about the work experience of employees are given. The respondents less than 2 years were about 31.7%, and the respondents between the age group of 3-10 years are about 51% and next the respondents above 10 years' experience are about 17.3%.

Table 2: Reliability Statistics

S.NO	NAME OF THE VARIABLES	CRONBACH ALPHA VALUE
1	PERCEIVED SOCIAL RESPONSIBILITY	.825
2	PERCEIVED ORGANISATIONAL RESPONSIBILITY	.856
3	EMPLOYEE SATISFACTION	.859
4	LEADERSHIP	.809
5	RECOGNITION	.858
6	EMPLOYEE PERFORMANCE	.882

Table 2 shows the reliability statistics for the given constructs. The Cronbach alpha value should be more than 0.5 for the study. The constructs for this study are having Cronbach value more than 0.8 so the constructs are having reliability and it can be proceeded for the further study.

Figure 1 represents the measurement model which explains the relationship that exists between the constructs.

Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is used to identify and evaluate the relationship between the variables and their constructs. It is also used to identify the efficiency of the individual constructs. 'P' value is used to identify the significant relationship. The 'p-value' should be less than 0.05 for the relationship to exist between them.

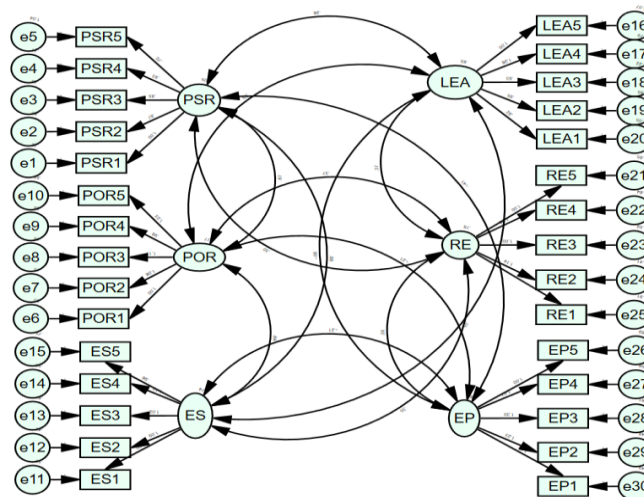


Figure 1: Measurement Model

Source: Primary Data

Table 3: Fit Statistics of Measurement Model

Goodness of fit Indices	CFA(Conceptual Framework)	Norms	Reference
CMIN/DF	1.986	Less than 2.00	Kline,1998
Chi-square df	2.361	Lower than 5.00	Hair et al, 1998
P value	0.06	Greater than 0.05	Hair et al, 1998

GFI	0.905	Greater than 0.9	Hair et al,2006
AGFI	0.907	Greater than 0.9	Daire et al, 2008
NFI	0.916	Greater than 0.9	Gerbing et al, 1992
CFI	0.951	Greater than 0.9	Hu and Bentler, 1999
RMSEA	0.072	Lower than 0.08	Hu and Bentler, 2006
RMR	0.062	Lower than 0.08	Hair et al, 2006

Figure 1: Measurement Model is used to examine the relationship between the variables. It is used to check whether there is correlation between the variables. The CMIN represents the chi-square value. If it is significant the model becomes unsatisfactory. DF represents the degrees of freedom and it used to measure the number of independent variables. The CMIN/DF value should be less than 2.0 and it indicates the model is fit. P value for the study is 0.06 which is greater than 0.05 so it shows a good fit. GFI (Goodness of Fit) the value should be less than 1 which shows the model is a good fit. Here the GFI value is 0.905 which indicates the model is fit for the study. AGFI (Adjusted Goodness of Fit Index) this value indicates the degrees of freedom for model testing. The value should be greater than 1 and for my study the value is 0.907. NFI (Normed Fit Index) this indicates whether the model is an independence model or a saturated model. The value should be greater than 0.9 and the value for my study is 0.916 which is at acceptable level. CFI (Comparative Fit Index) this show how perfect the model fits for the study. The value should be greater than 0.9 and the study found the value of 0.951 which indicates a perfect model fit. RMSEA (Root Mean Square Error of Approximation) is used to find a default model fit and a value less than 0.08 shows a good model fit. The value for the study is 0.072. RMR (Root Mean Square Residual) The value should be lesser than 0.08 which shows a better model fir and the study found to have 0.062 which shows the model is perfect for the study. The P value for the study is found to be greater than 0.05 which shows the independent variables have good relationship with the dependent variable.

The below table shows the relationship between the questions and the relevant constructs

Table 4: Regression Weights for Measurement model

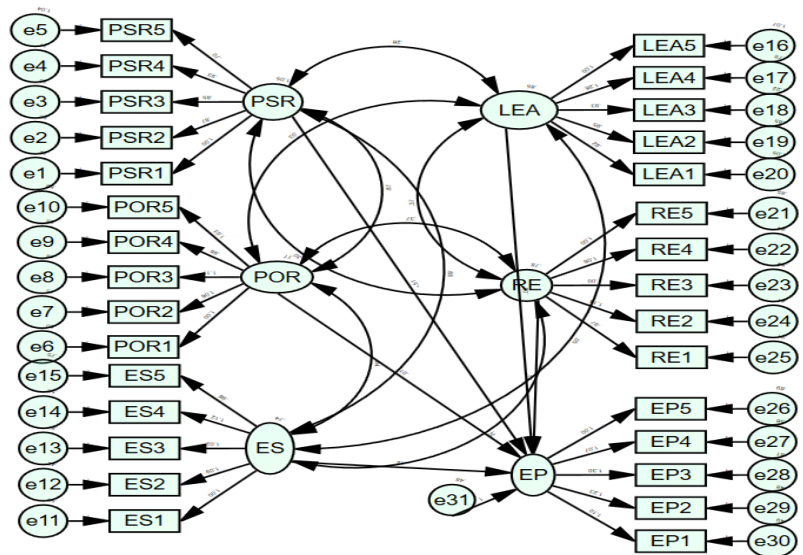
Items	Path	Construct	Estimate	S.E.	C.R.	P
PSR1	<---	PSR	1.000			
PSR2	<---	PSR	.867	.072	12.111	***
PSR3	<---	PSR	.849	.070	12.126	***
PSR4	<---	PSR	.928	.072	12.945	***
PSR5	<---	PSR	.696	.072	9.658	***
POR1	<---	POR	1.000			
POR2	<---	POR	1.057	.091	11.665	***
POR3	<---	POR	1.113	.086	13.014	***
POR4	<---	POR	.980	.090	10.920	***
POR5	<---	POR	1.034	.085	12.164	***
ES1	<---	ES	1.000			
ES2	<---	ES	1.091	.076	14.411	***
ES3	<---	ES	1.018	.087	11.737	***
ES4	<---	ES	1.119	.081	13.820	***
ES5	<---	ES	.957	.081	11.815	***
LEA5	<---	LEA	1.000			
LEA4	<---	LEA	1.259	.116	10.876	***
LEA3	<---	LEA	.928	.103	8.969	***
LEA2	<---	LEA	.945	.096	9.855	***
LEA1	<---	LEA	.918	.099	9.264	***
RE5	<---	RE	1.000			

Items	Path	Construct	Estimate	S.E.	C.R.	P
RE4	<---	RE	1.063	.090	11.797	***
RE3	<---	RE	.998	.085	11.696	***
RE2	<---	RE	1.138	.089	12.833	***
RE1	<---	RE	.975	.093	10.533	***
EP5	<---	EP	1.000			
EP4	<---	EP	1.066	.089	11.986	***
EP3	<---	EP	1.301	.103	12.635	***
EP2	<---	EP	1.235	.096	12.874	***
EP1	<---	EP	1.105	.089	12.414	

Source: Primary Data & computed

The measurement model regression weights table to show the relationship between all construct with construct items. All the construct with items has statistically significant at 0.01% level. The below table to show the model fit statistics of measurement model.

Figure 2: Structural Equation Model



Source: Primary Data

Regression weights of Structure Model

Dependent Variable	Path	Independent Variables	Estimate	S.E.	C.R.	P
EP	<---	POR	.011	.157	.068	.946
EP	<---	PSR	-.514	.131	-3.932	***
EP	<---	LEA	0.609	.079	7.708	***
EP	<---	ES	0.570	.093	6.755	***
EP	<---	RE	.133	.094	1.411	.158

Source: Primary Data

The SEM analysis results are shown in Table Employee satisfaction (***, p 0.05), Perceived social responsibility (***, p 0.05), and Leadership (***, p 0.05) are strongly associated with the Employee performance. Perceived organizational responsibility (.946), and Recognition (.158) has no statistically significant relationship with dependent variable Employee performance. As a result, the findings of this study show that the supports H2, H3 and H4, but not H1 and H5. As a result, H2, H3 and H4 are accepted, while H1, and H5 is rejected.



HYPOTHESIS

- H₁: Perceived social responsibility has an optimistic influence on Employee Performance (EP).
- H₂: Perceived organisational responsibility has a positive effect on Employee Performance (EP).
- H₃: Employee Satisfaction has positive influence on Employee Performance (EP)
- H₄: Leadership has positive influence on Employee Performance (EP)
- H₅: Recognition has positive influence on Employee Performance (EP)

FINDINGS & DISCUSSION

The above study found the factors influencing towards employee performance and the factors that does not impact on employee performance. The factors such as perceived organisational responsibility, employee satisfaction, leadership has influence on employee performance. This study shows that the employee can show good performance when he is under a good leader, when he is highly responsible towards organisation and when the individual employee is satisfied towards his work. The factors which did not have any influence can be focussed so that there will be a greater improvement in employee performance. The major implications on identifying the factors that influence employee performance are that the managers can create development and training programs & strategies, it can provide clarity to the organisation on the organisational effectiveness and efficiency, it creates and opportunity for exchanging feedback, it increases employee retention because we can identify the factors that really needs to be focussed in order to increase their performance.

CONCLUSION

In this business environment and organisation structure employee performance is one of the key indicators to identify the growth of an individual employee and the company. This study helped us to identify the key factors that induce employee performance in automotive sector. It can be concluded from the study that the perceived organisational responsibility, employee satisfaction and leadership had a significant relationship towards the employee performance. The organisation should consider the other factors that contribute to employee performance so that the overall output of the organisation will increase. In future further studies can be conducted by increasing the sample size and by conducting study on few more variables that will increase employee performance.

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