


**STATISTICAL APPROACH ON PERCEPTION OF EMPLOYEES ATTAINMENTS IN THE MILIEU OF NON-PUBLIC ORGANISATIONS**

**Lakshmi Priya Kalimuthu<sup>A</sup>, Ponmary Pushpa Latha Devaraj<sup>B</sup>, Kasinathan Aruna<sup>C</sup>, Mercy Lydia Dhanabalan<sup>D</sup>, Annie Priyadharsini Selvaraj<sup>E</sup>, Gowtham Ramkumar<sup>F</sup>, Madhumitha Balasubramaniam<sup>G</sup>**



ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 17 March 2023</p> <p><b>Accepted</b> 13 June 2023</p>	<p><b>Purpose:</b> The aim of this study is to comprehend the various syndromes that influence the performance of individual employees and other factors that have an impact on employee's performance.</p>
<p><b>Keywords:</b></p> <p>Employees; Performance; Training; Digital Era; Family Background.</p>	<p><b>Theoretical framework:</b> Employees are encouraged by management to help facilitate the transition to the new market scenario. Only a balance between work life and family will enable an individual to have a peaceful and healthy life. Indeed, the two factors mentioned above are important considerations for living standards.</p>
<div data-bbox="172 1061 480 1308" data-label="Image">  </div>	<p><b>Design/methodology/approach:</b> This paper aims to investigate the factors that influence employee performance in non-public organization's context. The study involves 145 employees from non-public organizations, 56.55% male and 43.44% female, of ages 27 to 45 years. The participants were selected at random from well-known non-public organizations. This study employed a descriptive-quantitative research design.</p> <p><b>Findings:</b> The findings show that job-related training, working conditions, family background, workload, and digital knowledge all have a significant impact on employees' performance.</p> <p><b>Research, Practical &amp; Social implications:</b> This study considers job-oriented training, working conditions, work load, employee's family back ground and their digital knowledge to measure employee's performance. However clear communication, defining roles, trust leadership and and other variables could also be considered by future researchers on this study.</p> <p><b>Originality/value:</b> Using statistical Modelling in understanding Perceptions on employee's performance was hardly adopted in these types of studies and other variables could also be considered by future researchers on this study.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i6.2290">https://doi.org/10.26668/businessreview/2023.v8i6.2290</a></p>

<sup>A</sup> Doctor of Commerce. Madurai Kamaraj University, Karunya Deemed University. India.

E-mail: [priya2012suresh@gmail.com](mailto:priya2012suresh@gmail.com) Orcid: <https://orcid.org/0000-0003-0699-8775>

<sup>B</sup> Doctor of Computer Applications. Karunya Deemed University. India.

E-mail: [ponmarylatha@karunya.edu](mailto:ponmarylatha@karunya.edu) Orcid: <https://orcid.org/0000-0003-4000-0294>

<sup>C</sup> Doctor of Commerce from Thiruvalluvar University. Karunya Deemed University. India.

E-mail: [aruna@karunya.edu](mailto:aruna@karunya.edu) Orcid: <https://orcid.org/0000-0002-5800-0340>

<sup>D</sup> Doctor of Library Science from Bharathiar University. Karunya Deemed University. India.

E-mail: [mercylydia@karunya.edu](mailto:mercylydia@karunya.edu) Orcid: <https://orcid.org/0000-0003-1140-7642>

<sup>E</sup> Doctor of Management Studies. Karunya Deemed University. India. E-mail: [anniepriya@karunya.edu](mailto:anniepriya@karunya.edu)

Orcid: <https://orcid.org/0000-0003-1882-6890>

<sup>F</sup> Doctor of Commerce from SRM University. Christ University. India. E-mail: [gowthamphenom@gmail.com](mailto:gowthamphenom@gmail.com)

Orcid: <https://orcid.org/0000-0001-7885-9171>

<sup>G</sup> Doctor of Plant Pathology from Tamil Nadu Agricultural University. Karunya Deemed University. India.

E-mail: [madhu2sucess@gmail.com](mailto:madhu2sucess@gmail.com) Orcid: <https://orcid.org/0000-0002-8012-5203>

## ABORDAGEM ESTATÍSTICA SOBRE A PERCEPÇÃO DAS REALIZAÇÕES DOS FUNCIONÁRIOS NO AMBIENTE DE ORGANIZAÇÕES NÃO PÚBLICAS

### RESUMO

**Objetivo:** O objetivo deste estudo é compreender as várias síndromes que influenciam o desempenho de funcionários individuais e outros fatores que têm impacto sobre o desempenho dos funcionários.

**Estrutura teórica:** Os funcionários são incentivados pela gerência a ajudar a facilitar a transição para o novo cenário do mercado. Somente um equilíbrio entre a vida profissional e a família permitirá que o indivíduo tenha uma vida tranquila e saudável. De fato, os dois fatores mencionados acima são considerações importantes para os padrões de vida.

**Projeto/metodologia/abordagem:** Este artigo tem como objetivo investigar os fatores que influenciam o desempenho dos funcionários no contexto de uma organização não pública. O estudo envolve 145 funcionários de organizações não públicas, 56,55% homens e 43,44% mulheres, com idades entre 27 e 45 anos. Os participantes foram selecionados aleatoriamente em organizações não públicas bem conhecidas. Este estudo empregou um projeto de pesquisa descritivo-quantitativo.

**Resultados:** Os resultados mostram que o treinamento relacionado ao trabalho, as condições de trabalho, o histórico familiar, a carga de trabalho e o conhecimento digital têm um impacto significativo sobre o desempenho dos funcionários.

**Implicações sociais, práticas e de pesquisa:** Este estudo considera o treinamento relacionado ao trabalho, as condições de trabalho, a carga de trabalho, o histórico familiar do funcionário e seu conhecimento digital para medir o desempenho do funcionário. No entanto, a comunicação clara, a definição de funções, a confiança na liderança e outras variáveis também poderiam ser consideradas por futuros pesquisadores neste estudo.

**Originalidade/valor:** O uso de modelos estatísticos para compreender as percepções sobre o desempenho dos funcionários foi pouco adotado nesses tipos de estudos, e outras variáveis também poderiam ser consideradas por futuros pesquisadores neste estudo.

**Palavras-chave:** Funcionários, Desempenho, Treinamento, Era Digital, Histórico Familiar.

## ENFOQUE ESTADÍSTICO SOBRE LA PERCEPCIÓN DE LOS LOGROS DE LOS EMPLEADOS EN EL ENTORNO DE LAS ORGANIZACIONES NO PÚBLICAS

### RESUMEN

**Propósito:** El propósito de este estudio es comprender los diversos síndromes que influyen en el rendimiento individual de los empleados y otros factores que inciden en dicho rendimiento.

**Marco teórico:** La dirección anima a los empleados a facilitar la transición al nuevo escenario del mercado. Sólo un equilibrio entre la vida laboral y personal permitirá al individuo llevar una vida sana y sin sobresaltos. De hecho, los dos factores mencionados son consideraciones importantes para el nivel de vida.

**Diseño/metodología/enfoque:** El objetivo de este trabajo es investigar los factores que influyen en el rendimiento de los empleados en el contexto de una organización no pública. En el estudio participan 145 empleados de organizaciones no públicas, 56,55% hombres y 43,44% mujeres, con edades comprendidas entre los 27 y los 45 años. Los participantes fueron seleccionados al azar en organizaciones no públicas de renombre. Este estudio empleó un diseño de investigación descriptivo-cuantitativo.

**Resultados:** Los resultados muestran que la formación relacionada con el puesto, las condiciones de trabajo, los antecedentes familiares, la carga de trabajo y los conocimientos digitales tienen un impacto significativo en el rendimiento de los empleados.

**Repercusiones sociales, prácticas y para la investigación:** Este estudio tiene en cuenta la formación relacionada con el puesto de trabajo, las condiciones laborales, la carga de trabajo, los antecedentes familiares del empleado y los conocimientos digitales para medir el rendimiento de los empleados. Sin embargo, la comunicación clara, la definición de roles, la confianza en el liderazgo y otras variables también podrían ser consideradas por futuros investigadores en este estudio.

**Originalidad/valor:** El uso de modelos estadísticos para comprender las percepciones sobre el rendimiento de los empleados ha sido poco adoptado en este tipo de estudios, y otras variables también podrían ser consideradas por futuros investigadores en este estudio.

**Palabras clave:** Empleados, Rendimiento, Formación, Era Digital, Antecedentes Familiares.

## INTRODUCTION

Performance is defined as the way to perform the jobs according to the prescribed job descriptions. This is the art to complete the task within the defined boundaries. But, nowadays the work lives of employees have extended to long hours with increased responsibilities. In this state, meeting their work performance is challenging. Also in the current world scenario stress has occupied all aspects of human life. It is an increasing problem in both working place and family environments affecting the individual's performance. As the demand for employee performance increases different sources of stress and other factors influence their performance (Daniel, 2019). Organizations to withstand the market are competent in the adaptation to the digital environment. These demands need all employees to exhibit innovative working behavior (Khoreva & Wechtler, 2018). They need to be proactive in exhibiting their performance. At the same time, employees are stressed in the digital era due to the lack of job-oriented training and technical skill (Fatah & Suhandini, 2019). Management encourages employees to facilitate the change towards the new market scenario (Curzi et al., 2019). Only a balance between work life and family will enable an individual to have a peaceful and healthy life. Indeed the above two factors are the primary concerns for the quality of living. This requires the organization to have an effective policy implementation (Bindi & Dharmaraj, 2017). A happy employee will be a productive employee too. For human resource management, Making the employee happy is a challenge (Adnan Bataineh, 2019). Any organization's success depends on its market stability. The operational efficiency, maintenance of quality products, etc. affects both organizational and individual performance. These environments shall be influenced by various problems like job stress, absenteeism, work-life balance, etc. (Bindi & Dharmaraj, 2017). Human resource management reviews the job design and its strategic goals. The various dimensions of human resource practices influence employee performance (Ahmed & Shabbir, 2019). The role of employees' well-being affects employee performance (Kalogiannidis, 2020). However, with the increased attention toward human resources work stress has emerged. This is due to multitasking, competition, personal problems, etc. Recent studies pointed out that occupational stress is about 50-60% (Guan & Frenkel, 2018). These are both physical and psychological issues. Higher the working stress the lower the job satisfaction (Hoboubi et al., 2017). The problem statement is about the factors that influence employees performance in the context of non-public organizations. This study focuses on the performance of the employees and the factors affecting them. The variables that affect the performance at the work place include job-oriented training, working condition, family background, workload, and digital knowledge.

Performance of the employees in a working environment is a crucial factor which affects the growth and profitability of the concern and in turn improves the out put and financial aspects of the organisation also. The objective of this paper is to determine the employees performance level, the relationship between employees performance and the various variables affect the employees engaged in non-public organisations.

The remainder of the paper is organized as follows: Section 2 demonstrates the literature review conducted concerning the study. Section 3 discusses the study's significance. Section 4 contains the research hypothesis. The research methodology is described in detail in Section 5. Section 6 contains the findings and discussion. Finally, sections 7 and 8 discuss the study's limitations and conclusion.

## **LITERATURE REVIEW**

Darma & Supriyanto, (2017) focussed on the effect of compensation that mediates employee performance. Qualified human resources encourage the company better. Compensation or financial assistance received by an employee is the reward for their contribution. Employees need to be motivated, and this in turn increases their productivity. Employee satisfaction has a profound effect on the employee's performance. The research was an explanatory research study conducted among state-owned companies' employees. A total of 70 people were considered as samples. From the results, it is evident that compensation has a significant effect on employee satisfaction and performance. Despite the results, the research concentrated on general compensation. The research model with the additional variable for analyzing employee performance remains a challenge. Soomro et al., (2018) surveyed the relationship between various factors such as work-life balance, family conflict, etc. towards employee performance. Work-life balance is the serious attention nowadays as it affects employee performance. The study considered 350 employees of age under 40 who worked in public universities. They conducted qualitative research studies. From the results, it is evident that work-life balance influences employee performance. However, the study related to private organizations needs to be considered for future research to understand the overall picture of the employee performance that has inspired this work. Rodriguez & Walters, (2017) provided a model for employee performance evaluation and analysis. The employees are the foundation of any organization. They must be trained and equipped to improve their performance. It has been pointed out that training and development maximize the employees' performance. It makes them satisfied and innovative in their workplace. Karim et al., (2019) stated that employees are

the organization's asset. Well-trained employees perform activities effectively. Employees exhibit better performance in training. The study analyzed the impact of training and development in the context of employee performance. From the study, it is evident that continuous training and development can lead to many possible benefits for both individuals and the organization. Mikkelsen & Olsen, (2019) examined the performance of change-oriented leadership. The study considered the context of mediating effects as perceived demands for job-oriented satisfaction. A cross-sectional study was conducted considering the samples from the regional public hospitals. The direct and indirect influence on job satisfaction and employee performance was analyzed. The findings indicate that job involvement has a significant impact on job performance. Therefore it is necessary to reduce the learning demands and increase job performance through a satisfied working environment. Shatté et al., (2017) examined the resilience of the working environments. The survey was conducted for 2063 individuals to understand their stress, burnout, job satisfaction, and influence. From the results, it was known that a stressful environment had negative impacts like depression and absenteeism. Employees with high resilience had better outcomes. Agbozo et al., (2017) examined the effect of job satisfaction in the working environment considering the merchant bank in Ghana. They aimed to ascertain the impact of physical and mental environment on employees' performance and to understand the overall job satisfaction of the employees. The participants were chosen using the stratified sampling technique. The findings conclude that employees were satisfied with their work environment, especially the physical ambiance. Despite this, it needs an improvement in the working environment boosts productivity. Montano et al., (2017) investigated the associations of leadership, mental health, and job performance in the context of different leadership scenarios. The model estimated the association between these categories of leadership and mental health. The results emphasize the importance of leadership in occupational health policies. Prabhadevi M.N and Kabaly P.Subramanian (2023) focused about the work contentment for career Development in the Hospital Industry. The study examined that level of satisfaction, oppourtunities, working conditions and job duties have the impact on employees enthusiasm which will increase their performance in the working environment. Isal Anwar Hasan, Salim Basalamah, Baso Amang, Jamaluddin Bijang (2023) provided a model on the Influence of Leadership, Work Environment, Competence, and Character Development, Organizational Commitment and Employee Performance in Banking. They found that the impact of leadership, work climate, capabilities in the organization lead to active participation of the employees and have a positive relationship on the performance of the employees

Thus the current study focuses on the analysis of employee performance in the milieu of Non-Public organisations.

## **SIGNIFICANCE OF STUDY**

A stressful environment can affect employee performance. The majority of the employees move away from the working environment due to their working culture and negative experiences (Boamah, 2022). Today almost all private institutions work for long hours with increased expectations from their employees. The employee spends 1/3<sup>rd</sup> of their life in their working environment and face stress. Sadly, employee's performing well is overloaded to attain organizational goals (Mohd Abas et al., 2019). These have physical and psychological effects on them. They show a negative attitude toward the organization (Wu et al., 2019). The better way to cope with employees' pressure is to capitalize on their ability; they show a positive attitude on the result-based appraisal (Hameed et al., 2020). Therefore, the current study addresses the below-mentioned hypothesis to understand the influence of the employee's performance in concern of various influencing factors.

## **METHODOLOGY**

### **Research Hypothesis**

- There is a significant influence on job-oriented training and employee performance.
- There is a significant influence on working conditions and employee performance.
- There is a significant influence on an employee's family background and performance.
- There is a significant influence on an employee's workload and performance.
- There is a significant influence on employees' digital knowledge and their performance.

### **Participants and Procedure**

The study enlisted the participation of 145 employees of private organizations, 82 (56.55%) male and 63 (43.44%) female, ages 27 to 45. The participants were chosen using a random selection procedure from known private organizations. The data was collected by delivering a self-reported questionnaire. The employees were chosen randomly for participation

and were made aware of the importance of completing the questionnaire. The objective of the study and the information that participation is optional were explained to the participants. The organization’s management has its ethical approval. A descriptive-quantitative research design was used in this study. The primary goal of the current study was to measure the employee’s performance through various influential factors such as Job-oriented Training, Working condition, Family background, Workload, and digital knowledge. Table 1 below illustrates the descriptions of the participants in the study.

Table 1. Demographic statistics of the Participants of the Study

Variables	Demographic characteristics	Count, Percentage (%)
Gender	Male	82, 56.55%
	Female	63, 43.44%
Qualification	Diploma	26, 17.93%
	Bachelor’s	79, 54.48%
	Master’s	40, 27.58%

Source: Prepared by the authors (2023)

### Measures

The following survey items were used to determine the dependent variable: (a) Does job-oriented training makes you more efficient, and productive? (b) I know what latest digital technology I can use on the enterprise network and workplace. Likert’s 4-point measurement scale was used in the study, ranging from 1 (Disagree) to 4 (Strongly Agree) (Bataneh, 2019). Table 1 contains more information about our analysis variables and results. In order to ensure the items' validity and reliability, the researcher chose items that had been evaluated in earlier research wherever possible (Bindi & Dharmaraj, 2017), and the researcher changed a few of the items as needed for the current study area. The employees’ performance influencing factors were graded on a four-point scale ranging from one to four, as presented in Table 2. Following is the completion of data collection and processing, reliability testing was carried out to check that the constructions had appropriate internal consistency. The scales were confirmed to be credible because all Cronbach alphas were 1.00. SPSS 22.0 was used to conduct all data analyses.

Table 2. Range Score

Range of Score	Classification
4	Strongly agree
3	Agree
2	Neutral
1	Disagree

Source: Prepared by the authors (2023)

## RESULTS AND DISCUSSION

Quantitative descriptive research was used to analyze employee performance. Table 3 results of the descriptive analysis. For analysis, the researcher used the descriptiveness, one-sample t-test, and Pearson correlation matrix.

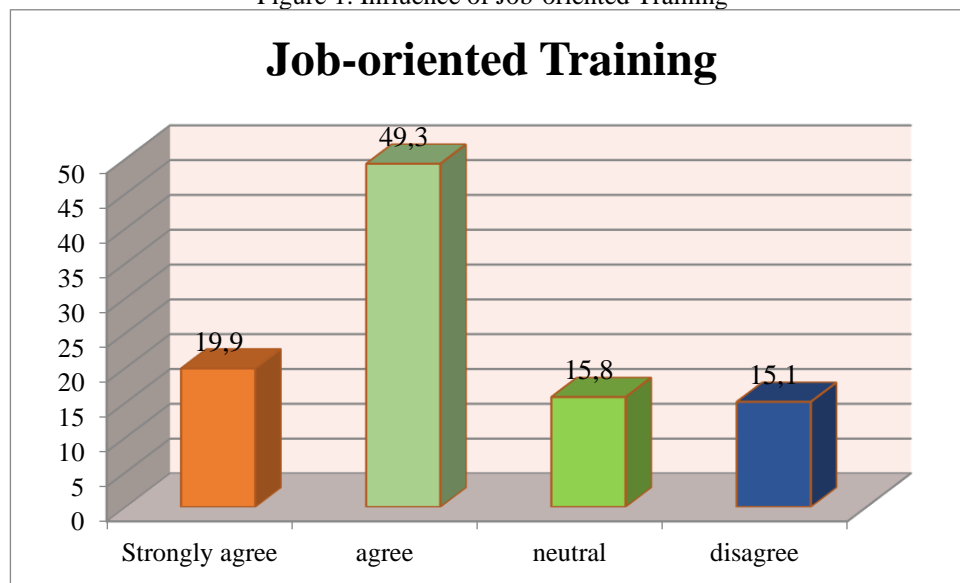
Table 3. Descriptive Analysis

Variables	N	Mean	SD
Job-oriented Training	145	2.74	0.947
Working condition	145	3.01	0.783
Family background	145	2.63	0.814
Workload	145	2.27	0.843
Digital knowledge	145	2.64	0.923

Source: Prepared by the authors (2023)

For a sample of 145 employees, the factors considered were job-oriented training, working conditions, family background, workload, and digital knowledge. The mean score for the above variables is 2.74, 3.01, 2.63, 2.27, and 2.64 respectively. Similarly, the SD scores are 0.947, 0.783, 0.814, 0.843, and 0.923.

Figure 1. Influence of Job-oriented Training



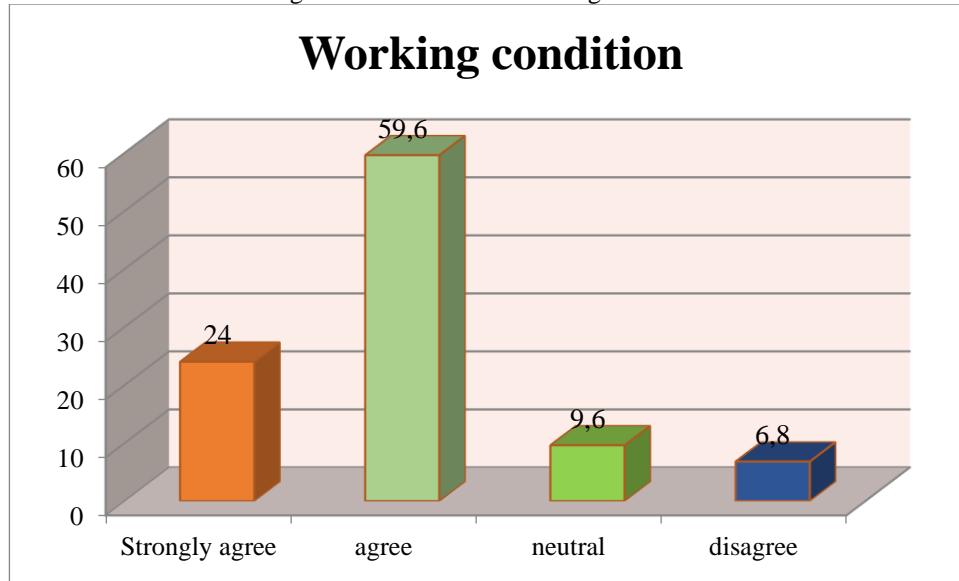
Source: Prepared by the authors (2023)

Figure 1 depicts the impact of job-oriented training. Job-oriented training improves employee performance, according to 19.9% of respondents who strongly agree and 49.3% who agree. 15.8% are neutral, while 15.1% disagree. This demonstrates the importance of training in improving employee performance. This allows them to demonstrate their abilities (Khoreva & Wechtler, 2018). As a result, it is the organization manager's responsibility to organize



training and assist employees in improving their competency. This shows that the hypothesis "There is a significant influence on job-oriented training and employee performance" is accepted. Employee performance improves as training opportunities increase. Top management must organize training in consonance with the employee's duties and responsibilities (Hidayat & Budiartma, 2018).

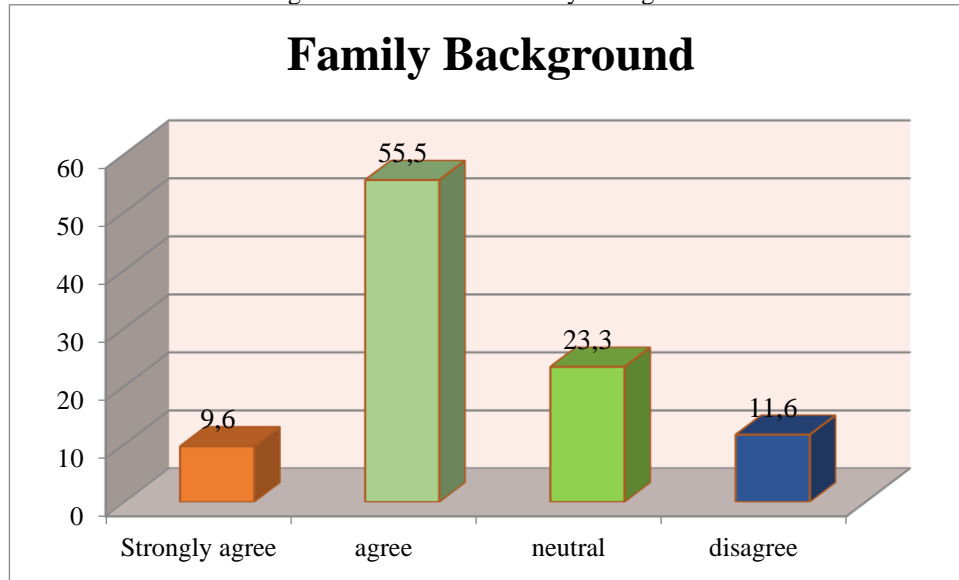
Figure 2. Influence of Working Condition



Source: Prepared by the authors (2023)

Figure 2 depicts the effect of working conditions on employee performance. 24% strongly agree, while 59.6% agree that a good working environment improves employee performance. 9.6% are neutral, and 6.8% disagree. This demonstrates that the hypothesis "There is a significant influence on working conditions and employee performance" is accepted. The higher the employee performance, the better the working conditions. As a result, if working conditions are stressful, employee performance reduces. Inadequate employee performance will exacerbate the organization's situation. Employee productivity and organizational growth are reduced in stressful situations (Daniel 2019). Managers must manage organizational culture and assist employees in improving their performance levels. Managers' roles are critical in determining employee performance (Hidayat & Budiartma, 2018). Employee interest and involvement are reduced when management does not support them. As a result, a poor working environment has an impact on employee performance both directly and indirectly (Diamantidis & Chatzoglou, 2019).

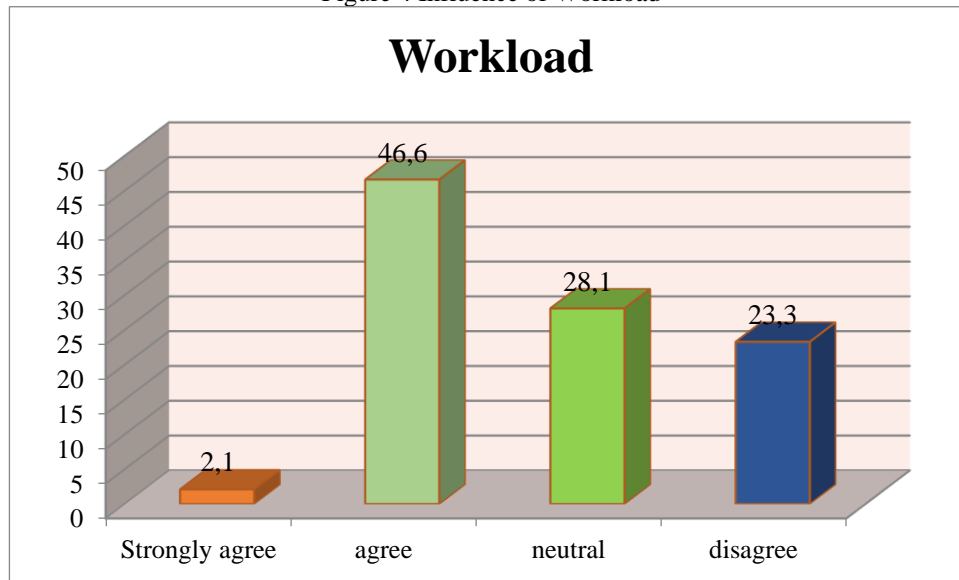
Figure 3. Influence of Family Background



Source: Prepared by the authors (2023)

Figure 3 depicts the impact of family background on employee performance. 9.6% strongly agree, and 55.5% agree that better family engagement increases employee performance. In comparison, 23.3% are neutral and 11.6% disagree. This demonstrates that the hypothesis “There is a significant influence on an employee’s family background and performance” is accepted.

Figure 4 Influence of Workload

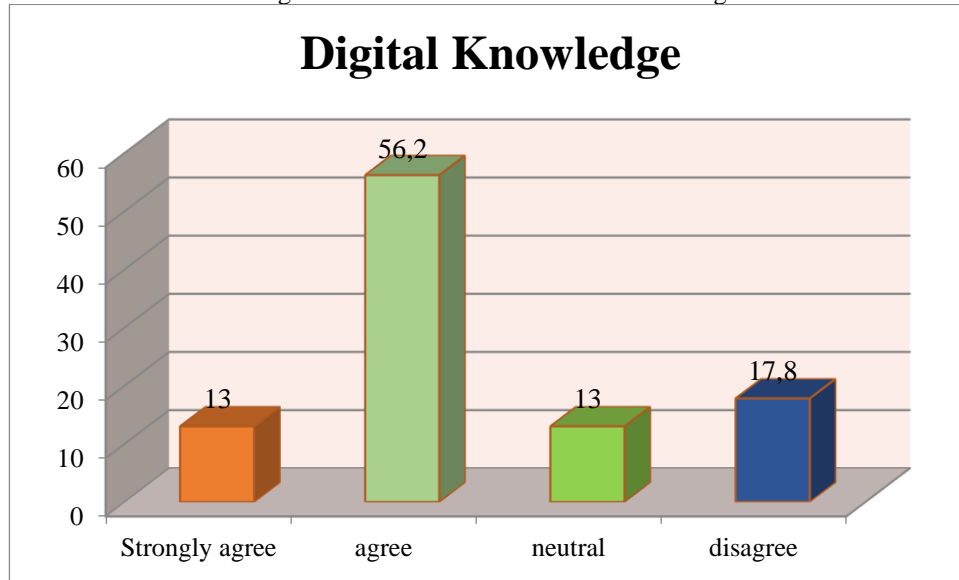


Source: Prepared by the authors (2023)

Figure 4 depicts the impact of workload on employee performance. Only 2.1% strongly agree, while 46.6% agree. In comparison, 28.1% are neutral and 23.3% disagree. This

demonstrates that the hypothesis “There is a significant influence on an employee’s workload and performance” is accepted.

Figure 5. Influence of Job-oriented Training



Source: Prepared by the authors (2023)

Figure 5 shows the influence of digital knowledge on employee performance. 13% strongly agree, and 56.2% agree. Whereas 13% are neutral and 17.8% disagree. This demonstrates that the hypothesis “There is a significant influence on employees' digital knowledge and their performance” is accepted. Thus it is observed that digital knowledge has a strong relationship in concern to employee performance. The study predicts that there exists a strong influence concerning the employee’s performance (Guan & Frenkel, 2018). Table 4 displays the results of one sample T-test. Table 5 shows the Pearson correlation matrix, and Figure 6 shows a correlation heatmap.

Table 4. One Sample T-Test Analysis

Variables	Statistic	df	p	Mean Difference	Significant/Not
Job-oriented Training	34.9	145	< .001	2.74	Significant
Working condition	46.4	145	< .001	3.01	Significant
Family background	39.1	145	< .001	2.63	Significant
Workload	32.6	145	< .001	2.27	Significant
Digital knowledge	34.6	145	< .001	2.64	Significant

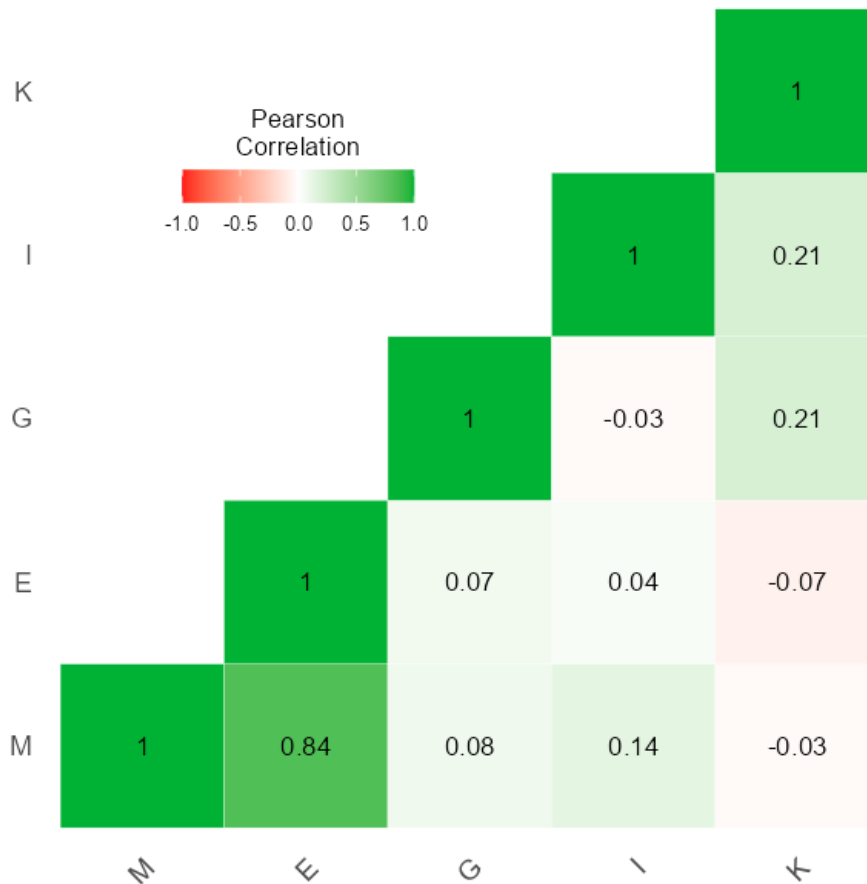
Source: Prepared by the authors (2023)

Table 5. Pearson Correlation Matrix

		E	G	I	K	M
E	Pearson's r	—				

		E	G	I	K	M
	Df	—				
	p-value	—				
G	Pearson's r	0.067	—			
	Df	144	—			
	p-value	0.418	—			
	Pearson's r	0.035	-0.028	—		
I	Df	144	144	—		
	p-value	0.672	0.733	—		
K	Pearson's r	-0.066	0.206	0.209	—	
	Df	144	144	144	—	
	p-value	0.432	0.013	0.011	—	
	Pearson's r	0.840	0.080	0.136	-0.033	—
M	Df	144	144	144	144	—
	p-value	<.001	0.339	0.103	0.690	—

Figure 6. Correlation Heatmap



Source: Prepared by the authors (2023)

## CONCLUSION

The result of the study provides an innovative attempt about the factors which influence employees performance in the milieu of Non-public organisations. Employee performance is commonly defined as the completion of any task assigned by an employer. It is critical to the success of any organization. Employee performance not only reflects the individual's abilities but also the benefits to his family and future life. Competent employees exhibit higher skills because it is critical in the creation of profitability for organizations. Employee performance, on the other hand, is influenced by a variety of factors. The current study assesses employee performance based on several influential factors, including job-related training, working conditions, family background, workload, and digital knowledge. According to the findings, 69.2% believe that job-oriented training improves employee performance, and 83.6% believe that a good working environment improves employee performance. Workload has an impact on employee performance, according to 48.7% of respondents. And 69.2% agree on the importance of digital knowledge in employee performance. Work allocation based on skills, Employees Creativity, level of satisfaction, Good working conditions, Resonable working hours, Digital knowledge to learn new skills, upskilling strategies and monetray benefits are the changing needs in the working environment. Proposed study is being carried out in India. The study only includes 145 employees from Non-public organizations. Concerning the addressed factors, a future study could focus on other sectors to reap the benefits.

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