

Majors: HRM

S.No. (HRM/9)

**TO INVESTIGATE THE FACTORS AFFECTING JOB
PERFORMANCE OF HEALTH SECTOR EMPLOYEES IN WAKE OF
COVID-19**



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FINAL PROJECT/THESIS APPROVAL SHEET

Viva-Voce Examination

Viva Date / /

Topic of Research:

(TO INVESTIGATE THE FACTORS AFFECTING JOB PERFORMANCE OF HEALTH SECTOR EMPLOYEES IN WAKE OF COVID-19)

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Declaration

I SYED MUHAMMAD JAHANZEB hereby state that this thesis is performed and completed by myself in consultation with my Supervisor and has not been published before anywhere in any form or format.

Acknowledgements

First and foremost, praises and thanks to the Allah, the Almighty, for His showers of blessings during my research work to complete the research successfully. I would like to express my deep and sincere thankfulness to my research supervisor Dr. Aftab Haider for giving me the opportunity to do research and providing valuable guidance throughout this research. His vision, sincerity and motivation have deeply inspired me. He has taught me the methodology to carry out the research and to present the research works as clearly as possible. It was a great privilege and honor to work and study under his guidance. I am extremely grateful for what he has offered me. I am extremely grateful to my parents for their love, prayers, caring and sacrifices for educating and preparing me for my future. I also thank the rest of my respected teachers for their help, cheer, remarks during the course work and in completion of my thesis.

Finally, my thanks go to all the people who have supported me to complete the research work directly or indirectly.

Abstract

This study discusses the factors that influence employee job performance during COVID-19 pandemic. The variables used in this study were education level, job redesign, job satisfaction and remuneration. A quantitative research method is used in this study. A survey research design is employed in this thesis. Study population comprises of employees of health sector. The sample consists of 203 employees. Primary data is used in this study. Questionnaire was used for collection of primary data. The results show that Educational level results in higher Employee Job Performance. More specifically, an improvement of one percent in Educational level results in an increase of 59% in Employee Job Performance. The results indicate that Job satisfaction and Employee Job Performance are positively correlated at the 1% level. The magnitude of this impact is high, as an increase of one unit in Job satisfaction, results in an increase of 0.14 in the value of Employee Job Performance. Similarly, we find positive relationship between Remuneration and Employee Job Performance, indicating that an increase of one unit in Remuneration results in an increase of 37% in Employee Job Performance. However, the result for Job redesign and Employee Job Performance is statistically insignificant as shown by p-value of 0.238.

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List of Symbols and Notation

Innovative organizational culture (IOC)

Bureaucratic organizational culture (BOC)

Trust and supportive organizational culture (TOC)

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In the Hubei Province of China's a new virus emerged in the city of Wuhan in Dec 2019 which is referred to as COVID-19. This virus was not limited to Wuhan city rather it spread to not only other parts of the country but also spread rapidly to other countries of the world. The World Health Organization on 30/01/2020 declared health emergency all over the world. This thesis tries to investigate the factors affecting employee job performance in the wake of COVID-19 pandemic in Pakistan. In order to win the high competition, uncertain economic condition, high volatility, and global economic changes, employee job performance becomes one of the significant factors for a company to survive and generate profits. Therefore, one of the significant factors that influence success or failure of the company is employee job performance and employee job performance strongly affects corporate performance. This study discusses the factors that influence employee job performance. The variables used in this study were education level, job redesign, job satisfaction and remuneration. Performance is one measure of the success of each company, so that every company always conducts employee development studies on a regular basis to increase productivity.

To utilize human resources in a planned manner is very necessary for organization to achieve its goals. Human resources are the most important asset for the company, because all the goals to be achieved by the company must be done by humans. Employee job performance will not be optimal if only controlling the production machine without regard to human aspects. It

must be remembered that in a company organization, the human aspect that is capable, skilled, and responsible as an employee is a corporate asset for the survival of the company. Humans as workers are expected to be able to achieve optimal levels of work productivity with certain standards (As'ad, 1997). Employee job performance is the main determining factor for the company in achieving its goals. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law in accordance with morals or ethics (Sedramayanti, 2011).

There are many factors that can affect job performance, both from within employees themselves and from outside. According to Tiffin and Cormick in Sutrisno (2011) states that the factors that influence employee job performance are as follows: 1) Factors that exist in individuals, namely age, temperament, individual physical state, fatigue, and motivation; 2) Factors that exist outside the individual, namely the condition of the workspace, working time, rest periods, wages, organizational forms, social environment and family. Research conducted by Setyawan (2018) states that the main factors that significantly influence employee performance are the employee reward system, employee satisfaction, employee behavior, and leadership style.

Kim (2015) revealed that the performance of employees and organizations is not optimal yet, mainly influenced by internal factors; quality of human resources, work environment and internal control system. Work performance theory (Blumberg and Pringle, 1982) reveals that employee performance is influenced by three dimensions, namely the dimensions of capacity, motivation and opportunity. Capacity dimensions refer to physiological and cognitive abilities that allow individuals to carry out tasks effectively and best. The dimensions of motivation refer to psychological and emotional characteristics that influence individuals in carrying out their

duties. The dimension of opportunity is the opportunity to do something and have characteristics that cannot be controlled by individuals.

The capacity dimension used in this study to improve employee performance is the level of education. The higher the level of education of an employee, the higher the competence so that it will do work effectively (Kawedar, 2015). The dimensions of motivation used in this study are remuneration, because remuneration is one of the goals to be desired for employees who work and according to Robins and Judge (2017: 278) the remuneration provided by companies, both financial and non-financial, can increase employee performance. The opportunity dimension used in this study is job redesign. Job redesign is one of the management strategies to avoid employees from over routine that will result in work saturation and will ultimately reduce employee loyalty to the company (Judge, 2017).

1.2 Research Questions

This study has the following research question:

- Does education level effect employee's job performance?
- Does job redesign effect employee's job performance?
- Does job satisfaction effect employee's job performance?
- Does remuneration level effect employee's job performance?

1.3 Objective of the Study

The general objective of the study is to investigate the factors that affect job performance of Health sector employees during COVID-19. The specific objectives are as follow:

- To assess the impact of education level on employee's job performance.
- To examine the impact of job redesign on employee's job performance.
- To investigate the impact of job satisfaction on employee's job performance.
- To assess the impact of remuneration level on employee's job performance.

1.4 Research Gap

In line with the theoretical as well as empirical review there is no global standard to define employee job performance. It also revealed that there are different variables affecting employee performance; the main factor that affect employee performance in this study covers education level, job redesign, job satisfaction and remuneration. Even if there are empirical studies on Factors Affecting Employee Performance, most of them raise different variables are done on relation to Employee Performance and are done in some studies as the researchers observation. The researcher will contribute towards filling the gap by analyzing factors affecting employee performance in health sector during COVID-19.

1.5 Statement of the Problem

In this contemporary competitive and flexible global economy, the success of organizations depends on proper utilization and efficient management of its human capital. Thus, companies can only win a competitive advantage through forging and retaining competitive human resources in their organization for a long time (Bratton & Gold, 2000). In doing so,

managers in every organization are trying to adopt different human resource practices intended to increase their employees' job performance by adopting different financial and non-financial reward systems in their organization (Mullins, 2010). Job satisfaction is the contemporary human resource phenomenon where organizations are trying to harness their employee's potential for their organizational achievements. Job satisfaction is the process of taking systematic action to improve organizational, team and individual performance by integrating it with financial and non-financial reward systems (Armstrong, 2010).

Nevertheless, there are deviations in the achievement of employee's job performance in predefined goals and objectives in organizations where some have the highest capability regardless of the incentive where as others may have poor tendency of working. Consequently, Organizations need to understand the factors that affect employee's job performance because such insight will help them to make sound decisions that will increase employee's job performance and the overall performance of the organization. Identifying factors that affect employee's job performance can help organizations to handle these hindering factors that adversely affect the employee's performance in particular and the overall organizational result in general (Armstrong, 2010).

Towards the factors that affect employee's performance, different writers reflect variety of views and thoughts on the issue in their work place though their agreement on prevalence of many factors. For instance, Andargachew (2017) tries to assess employee's job performance in relation to training in his study of effects of training on Employees Performance at United Bank of Share Company. Armstrong (2010) on his part emphasizes on individual influences, work system, leadership and reward as the determinant of employee's job performance. On the other hand, job stress, communication and motivation were also identified by Rafique, Ali and Ahmed

(2017). Muda, Rafiki & Harahap (2014) also assessed as job stress, communication and motivation as the factors affecting employee's job performance in their article entitled determinants affecting employee's job performance at Indonesia Islamic banks. Getamsay (2016) also tries to identify employees job performance factors as training, organizational culture, leadership, motivation and working environment. Furthermore, Eyuel (2017) also tries to assess performance appraisal system as a factor for employee's job performance in organizations.

Health sector is one of those public service providing business organizations where its success largely dependent on the performance of its employees. Literature indicates that what factors affect employee's job performance of Health sector employees during COVID-19 did not get much attention. Therefore, this study is intended to investigate factors that affect employee's job performance of Health sector employees during COVID-19.

1.6 Significance of the Study

This study will have significance role on the issues related to employee performance for concerned bodies. This study helps the health sector to see its gap towards human capital management so that the health sector can depict areas of focus for effective utilization of its human capital. Because the general finding of the study has tangible reflection on factors that affect employees job performance at health sector. The study helps the sector to fill those gaps mentioned in the statement of the problem. It also helps to suggest and show the ways how to solve the problem and will support as reference for concerned management offices. For workers it helps to improve employees awareness on what factors are affecting their job performance, for planners it helps them to effectively plan the sound schedules to handle the low performance of employees. The study also would have a significant impact for policy makers via contributing on

setting plans and targets by considering such factors in to account. It can also help in providing information for similar business sectors and agents in identifying the factors affecting employees job performance and provision of vital recommendations in that regard.

1.7 Scope of the Study

Health sector is a growing sector thus it is very important that employees who are committed to their work should be maintained with the organization. The management should be focused on motivating and satisfying the best employees which involves better working conditions, harmonious relations, administrative practices, leadership, capacity building and training. This study is just a quantitative overview of the factors that affect employee performance at workplace.

1.8 Definition of Key Terms

- Job Performance is the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed in line with organizational goal (Ann & Jerry, 2009).
- Job redesign is one of the management strategies to avoid employees from over routine that will result in work saturation and will ultimately reduce employee loyalty to the company (Judge, 2017).

1.9 Structure of Thesis

This thesis is comprised of five chapters. Background of the study is provided in chapter 1. Also, this chapter contains research objective and research questions. The chapter provides research gap, research problem, significance and scope of the study.

Literature review is discussed in chapter 2. This chapter also discusses the Theoretical framework and hypothesis of the study. Chapter 3 is comprised of research methodology and variables narration. This chapter also contains the sample size, data collections method, study period and narration of model used in the study to gauge the results.

Data analysis and results are discussed in chapter 4. Descriptive and correlational statistics, validity and reliability, along with regression results and interpretations are also discussed. At the end conclusion is made in chapter 5. This chapter also tells about the study limitations and future direction.

CHAPTER 2

LITERATURE REVIEW

2.1 Empirical Literature

Companies and organizations should focus on building employees positive performance, through providing employees with a group of tools and skills to meet out new realities and challenges (Batarlienė, Čižiūnienė, Vaičiūtė, Šapalaitė, & Jarašūnienė, 2017). Globalization, new market demands, innovation and smart economy are considering a challenge, as well as, drivers for companies to maintain and improve employee performance (Cooper & Ezzamel, 2013). Dealing with quick changes in technologies, stakeholder's requirements and market demands are depending on reducing the gap within employee's attitude as underpinning factor on achieving smart goals of the organization (Shah, Irani, & Sharif, 2017). Researchers have defined employee performance as well as highlighted parameters affecting employee performance as in the following.

There are different factors that determine the performance of employees at their job which extends from the performance appraisals system of the organization to working environment and motivational factors to be successful and beat their competitors in the market (Bratton & Gold, 2000). Working environment is any surrounding on which it plays a decisive role in bringing about ways to create favorable conditions to perform day to day activities of individuals in particular and the organization in general (Pal, 2011). Training is an approach to improve employee's skill, knowledge, skill and attitude (Aguinis, 2005). Performance appraisal

is a way to measure employees' performance (Robins, 2007); and motivation a desire and initiation to perform an activity (Armstrong, 2010). Commercial bank of Ethiopia is one of the state owned services providing business organization where its success has been relied on the performance of its employees.

Zena (2019) investigate factors affecting employees' job performance in commercial bank of Ethiopia Addis Ababa area branches. Quantitative research approach as well as simple and stratified random sampling was employed in the study. Moreover, the research employed descriptive, correlation and regression method of analysis. The data was collected by using five point likert-scales for which 361 questionnaires were filled properly out of 375 distributed questionnaires. In the study the frequency, mean and standard deviation of independent variables and dependent variables were computed and interpreted.. The average means score value of working environment, performance appraisal system, motivation and job performance is below the standard mean value. Thus, the mean score values of all factors in the study have low level of preference for employees. This clearly shows that the bank has weak management in managing these factors investigated in this study. Pearson correlation coefficient(r) was used to determine the relationship between each independent variable with the dependent variable of which working related factors, training and motivational factors have substantial association with employee job performance. Unlike the others performance appraisal system has a moderate association with employee's job performance. Moreover, regression analysis was computed to determine the impact of independent variables on dependent variable for which working environment, training, performance appraisal and motivational factors lead to a positive change on employee job performance. Hence, commercial bank of Ethiopia has to provide a great attention in bringing about improvement in training, performance appraisal system, working

environment and motivational packages so that it can improve employees' performance in particular and organizational performance in general.

The work place in which employees work today is constantly changing and diverse. Employees are living in a world of growing economy and have very less job opportunities. Syaffril and Uli (2010) from different organizations 2000 employees have surveyed. According to result 90% employees believed that quality of the work place have effect on the attitude of employees and to increase the productivity of work. Good design of office increases employee's performance. More personnel control and relaxed environment for employees in an organization provide them the environment which fulfill the needs of employees and enhanced their productivity. Comfortable office designs motivate the employees and increase their performance. Better physical environment of office will motivate the employees. Factors like dissatisfaction and physical environment play very important role in performance abilities of employees. Organizations that focus on these factors are more able to achieve performance goals. Change in the remuneration scheme is expected to increase productivity of employee performance so that it will have an impact on organizational work performance, because based on the two factor theory; reward given by the company becomes motivation for employees to increase productivity performance (Robins and Judge, 2017: 157). The change in the remuneration scheme is one form of government strategy in improving organizational performance that can be seen from the realization of tax revenues.

Anitha (2013) reports that the presentation of an individual or an association relies firmly upon every single authoritative movement, strategies, rehearses, information the executives practices and representative commitment. These components are fundamental determinants encouraging significant levels of representative execution. While Islami, Mulolli and Mustafa

(2018) perceive overseeing execution as an arranged cycle of which the key components are understanding, estimation, backing, input and encouraging feedback, which molded results regarding execution desire. Likewise, Bataineh (2017) feature Worker's presentation as a mix of proficiency and adequacy of the representative's day by day errands to meet the desires for the partners. Isaac, Abdullah, Ramayah and Mutahar (2017) show that representatives exceptionally concur that actualizing the web in their employment caused them in improving undertaking measure, instruction securing and the nature of their correspondence which lead to improving individual execution just as association. On the other hand, Pawirosumarto, Sarjana and Gunawan (2017) tide between employee performance and work environment that contains physical and non-physical factors around employees which have a positive and significant effect on improving employee performance. While Smith and Bititc (2017) emphasis on improving performance measurement systems and Job satisfaction practices as factors of work's environment which enhance employee's engagement levels.

Also, Mensah (2018) support their ideas when considered talent management as a critical success factor within companies which become the most core managerial value in our highly dynamic and uncertain market environment of the twenty-first-century era. Based on these observations, this paper aims to enhance the understood of employee performance and the factors affecting it. Author proposing a conceptual model, consisting of five factors which are knowledge management, information and communication technology, employee's empowerment, innovation and creativity and organization culture (de Menezes & Escrig, 2019). Furthermore, this model will identify the correlation between these factors and their impacting on employee performance.

Scholars defined knowledge Management as a concept that depends on collecting, auditing and sharing information within the organization's stakeholders (employees, customers and partners). While Susanty, Yuningsih, & Anggadwita (2019) claim that knowledge management is a learning process that involves exploration, exploitation and share of knowledge supported by optimum technology and cultural environment. Gunjal (2019), emphasizes in his definition the importance of sharing information and data within the organization to enhance the capability of running a business efficiently and effectively. Promoting integration and collaboration approach in the overall organization department, lead to creating the enterprise's knowledge assets. These assets could intend to develop knowledge management systems that working on providing enterprises with machines and tools to restructure and manage knowledge. Depend on technological and social components across overall departments of the organization which are well-known recently as "socio-technical systems" (Hwang, Lin, & Shin, 2018). This system should identify components to enhance enterprises utilizes such as organizational learning and total quality management, which lead to creating sustainable competitive advantages (Gunjal, 2019). The result of the investigation on the relationship between knowledge management and employee's performance has been positive in most literature.

Organization performance can be explained in terms of organization performance elements, that consist of market reputation, employee satisfaction, customers loyalty and market share (Imran, Ilyas, Aslam, & Fatima, 2018) The core of the previous combination depends on knowledge sharing that is considered an essential tool to achieve the desired expectation of knowledge management. It's strongly believed that organizations' survival and success depend on sharing skills, knowledge and experiences within employees and transform them into ideas of innovations (Soto-Acosta, Popa, & Palacios-Marqués, 2016). In other words, helping employees

in creating new knowledge and motivate them with learning abilities will promote the culture of creativity and innovation in the organization which influence on employees attitude, behavior, skills and performance (Jyoti & Rani, 2017). Knowledge management infrastructure is a critical element in the knowledge management process. This result appeared when examining the positive relation of knowledge management infrastructure (Organizational Culture, IT Infrastructure, and Organizational Structure) on knowledge Management Process, and how knowledge management process significantly related to employees performance (Aalmajali & Al-lozi, 2019). Abualoush, Masa'deh, Bataineh & Alrowwad (2018) conclude that knowledge management infrastructure contains two main factors: technical infrastructure factor and social infrastructure factor. Where technical infrastructure includes information technology infrastructures (software), tools, and hardware, on another hand, social infrastructure includes organizational culture, organization command structure and human resources. Another critical element in the knowledge management process is a Job satisfaction system that working on tracking the implementation of organizational strategic objectives by evaluating individual performance (Sales, 2019). Asiaei & Bontis (2019) assumed that the effectiveness of the Job satisfaction system appears in identifying the position of the organization in the current market and forecast the strategies of future market demands. Furthermore, the Job satisfaction system working on financial indicators such as profits, revenue and cost, and non-financial indicators by using Balance scored card which secures competitive advantages in the knowledge-based economy.

The wide diffusion of information and communication technology (ICT) has been strongly impacting on the organization dynamism. ICT facilitates abroad range of organization's activities related to production, marketing, customer loyalty and employee performance

(Reichstein, 2019). Shehata & Montash (2019) claim that ICT transformed the nature of products, markets, companies and the competition itself. ICT restructures many industries, enhance managing cost and created entirely new business models. In details, Giotopoulos, Kontolaimou, Korra, & Tsakanikas (2017) report that integration between ICT and organization operations reflected directly on organization performance and employee's productivity, cost-saving, organization effectiveness and open new markets.

The influence of ICT showed during 1990 when comparing the productivity growth between Europe and USA and how American's companies gained competitive advantages by using ICT widely in various economic sectors (Melián-González & Bulchand-Gidumal, 2017). These sectors are recently affected with the Internet of things (IoT), cloud computing (CC) and predictive analytics (PA) (Ardolino, et al., 2018) which are a new trend in ICT (Dahiya & Mathew, 2018). Caputo, Cillo, Candelo & Liu (2019) report that the spread out of social networks, virtual realities, electronic devices, 3D printers and artificial intelligence (AI) among organization departments could enhance the impact of ICT. For instance, Big Data can support the processing of business intelligence (BI) tools, while artificial intelligence can support productivity work achieving (Caputo, Cillo, Candelo, & Liu, 2019).

Human Resource department is one of the departments that is affected dramatically with information and communication technology. it is widely recognized that HRM function is influenced by the improvement of IT by transforming the way firms collect, store, analysis, evaluate employees performance (Turulja & Bajgoric, 2018) The strategic approach of integration between HR and information technology lead to developing E-HRM (Rahman, Mordi, & Nwagbara, 2018). Ayesha & Yadav (2019) explain E-HRM as a combination of computer programs, software tools, databases, and hardware to record, store and analyze data

necessary for the Human Resource (HR) applications. Organization portal considered an interface of E-HRM, which consists of Employee Portals, Enterprise Intranet Portals, Corporate Portals and Business-to-Employee Portals. These portals are serving different purposes like knowledge access, e-learning, LMS, online employee's communities, (Ali, selvam, Paris, & Gunasekaran, 2019).

Many scholars highlighted the advantages of E-HRM. For instance, Rahman, Mordi, & Nwagbara (2018) claim that E-HRM works as an analytical tool to help the decision-makers in making the valuable and accurate decision that leads to improv HR functions and employee's performance. Obeidat (2016) mentioned three different ways E-HRM supported the productivity of an organization through providing employees with required information about performance improvement, rewards allocation and performance appraisal. Armstrong (2016) emphasis on the value of E-HRM as a pathway to conduct E-training, which is the most efficient online intervention program that enhances the knowledge and skills of employees without tiding them to fix physical place or ignoring their busy schedule. Furthermore, E-training has a role in reducing the cost of the instructor, booking avenue, hardcopy materials and employee's time. E-HRM's achievement marks a significant milestone in the relationship between employee performance and ICT. Tabatabaei, Omran, Hashemi, & Sedaghat (2017) emphasis on ICT as the main source for sustainable employee performance by facilitating knowledge exposure, skills gaining and shrining experiences which enhance the competitive advantages of the organization. Also, maintaining recruitment and selection, performance appraisal and workforce planning (Glaister, Karacay, Demirbag & Tatoglu, 2018).

The literature explains the empowerment approach as a management concept that constructs on dimensions of intrinsic motivation, job design, participative decision making,

social learning theory, and self-management (Alazzaz & Whyte, 2015). Potnuru, Sahoo, & Sharma (2019), associate these dimensions with the organization's knowledge sharing, rewards systems that could empower the employees to enhance organizational competitiveness and performance. García-Juan, Escrig-Tena & Roca-Puig(2019) identify two different perspectives to understand empowerment. The first one is the structural perspective which contains a set of practices and structures that enable to transfer power and authority from the top to the bottom of the organization. While the second one is the psychological perspective that concerns an employee's attitudes in reaction to managerial practices. Lewis, Brown & Sutton (2019) have the same conclusion through categorized employee's empowerment in structural and psychological. Structural empowerment, empowered employees with both direction and boundaries for their decision making which reflects the extent to which organizational decision rights are decentralized. Where psychological empowerment reflects an individual employee's subjective experience for competence and self-determination within their organizational role.

Empowering employees is critical in today's competitive environment where organizations are facing the pressure of globalization, rapid market changes and new customers demand. These challenges required innovative and creative solutions that rely on empowering employees to meet these challenges. (Shah, Khattak, Zolin, & Shah, 2019). To enhance the level of empowerment in the organizations, managements should expand communication with employees to make sure that employees are aware of the organization's mission, vision, value and desired targets of each individual. Besides, management should emphasis on face to face communication and integration activities across hierarchical levels as an approach to ensure a clear understanding of organizational strategies (Baird, Su, & Munir, 2018). Empirical studies point out that management can promote empowerment by engaging employee in decision-

making and participation in organization objectives (Nayak, Sahoo, & Mohanty, 2018). Kundu, Kumar & Gahlawat (2019) add four managerial behaviours to maintain empowerment, namely, enhancing the meaningfulness of work, fostering participation in decision making, expressing confidence in high performance and providing autonomy from bureaucratic constraints.

This part of the literature investigates the theoretical relationship between employee performance and employee's empowerment as a central factor affecting organization surviving. The positive side of this relation appeared when scholars highlighted empowerment as one of the modern mechanisms that can be used to develop employees performance and make full use of their capabilities, which have a positive effect on employee's motivation and innovation to achieve the organization's objectives (Aldaihani, 2019). Also, scholars associated employee empowerment to organization outcomes by enhancing work satisfaction, reduce job-related strain and minimize employee turnover (Lewis, Brown, & Sutton, 2019).

Many organizations recently fighting to survive in rapid economic changes by developing and understanding the factors that promote the culture of innovation and creativity within employees. Therefore, many scholars have the conclusion that innovation and creativity are crucial in daily tasks and assignments. Many scholars have been discussed innovation and creativity and highlighted the critical role of innovation and creativity in future organization success. Most researches have the almost same framework of explanation these terms. They identified creativity as a stage of process refers to idea generation, and innovation refers to the subsequent stage of implementing ideas toward better procedures, practices, or products (Olsson, Paredes, Johansson, Roese, & Ritzén, 2019). Creativity as the development of new and useful solutions for challenging that is facing an organization, where innovation refers to the implementation or application of new and useful thoughts in the workplace (Khalili, 2018).

Creativity is the generation of novel and useful ideas or solution while innovation is the actual implementation and execution of creative ideas (Kremer, Villamor, & Aguinis, 2019). Creative workplace concerns the cognitive and behavioral processes applied when attempting to generate novel ideas. Innovate workplace concerns the processes applied when attempting to implement new ideas. (Hughes, Lee, Tian, Newman, & Legood, 2018). The question appears which one is coming first, innovation or creativity. According to Khalili (2018), creativity is a fundamental step in innovation. Kremer, Villamor, & Aguinis (2019) agree with Khalili when they concerned the existing of innovation depending on creativity. The same scenario occurs with Wang, Cheng, Chen, & Leung (2019) when they explained creativity and innovation as two closely related and overlapped concepts starting with the creativity and ending with innovation.

Promoting innovation within the organization passing through several processes, starting with the decision to innovate by budgeting investment. Then commercialization of original ideas, after that prepare an adequate work environment that motivates staff to create unique idea depending on human, physical and intellectual resources. Therefore, creativity develops through stages that involve preparation, generation and validation of ideas and assessment of achieved outcome (Stojcic, Hashi, & Orlic, 2018). Flevy Lasrado (2019), discussed in her book the milestone of innovation in the organization. Where leadership considered the first component that working on creating the next level of leaders, not just followers. Promoting leadership culture is being the role models of innovation, co-creation, foster innovation and enhance communication and sharing information. The second pillar is people as a source of innovation and creativity by encouraging the maximum potential of employees through involving them in decision-making as a clear internal motivation strategy. Capability building considered the third pillar that depending on internal capability investment by aligning several interrelated

organization elements and asset. Last pillar depending on developing a model of innovation outcomes that working on five dimensions, which are probability, employee experience, product quality, process improvement of customer experience and innovation portfolio. Fostering innovation and creativity in the organization has numerous benefits and positive consequences on employee's psychology, behavior and performance, through influence the competitive performance of the firms and affects positively on financial performance (Nguyen & Le, 2019).

Another benefit of innovation and creativity appears in offering sustainability for the organization by enhancing internal capability depending on employee performance, organization structure and learning strategies (Chaubey & Sahoo, 2019). Alzghoul, Elrehail, Emeagwali, & AlShboul (2018) urge that workplace climate that emerging creativity and innovation have a positive impact on employees through enhancing job satisfaction, job commitment and job performance. Furthermore, Ismail, Iqbal, & Nasr (2019) also explained that Organizations can outperform their competitors by providing a creative environment to their employees and opportunities to think and act differently.

The literature explains the importance of organization culture on overall organization's performance through referring to Hofstede theory (1965) as a reference point to explain four dimensions of culture which are power distance, uncertainty avoidance, individualism and collectivism and masculinity and femininity (Mahadevan, 2017). But in this part, we will highlight the relationship between employee performance and organization, furthermore, factors that working in enforcing positive culture within employees. There are numerous definitions of organizational culture. Nikpour (2017) defined organizational culture as the pattern of beliefs, values, and experiences that is reflecting on material arrangements and members behavior. Where Shahzad, Xiu, & Shahbaz (2017) referred organizational culture to an employee's values,

and beliefs shared at all levels and displayed of organizational traits. Warrick (2017) also support those definitions by adding an environment in which organizational member's influence on how members think, act, and gain experience work. Researchers widely category organization's culture into three types, innovative organizational culture (IOC), bureaucratic organizational culture (BOC) and trust and supportive organizational culture (TOC) (Wu, Huang, Huang, & Du, 2019).

An inventive culture is spoken to by a workplace that is imaginative, results-arranged, and testing. This measurement includes an ambitious and opportunity-chasing climate that pulls in workers looking for challenge and danger. Administrative culture alludes to a coordinated, precise, procedural, and managed workplace. Associations high on this measurement need adaptability and accentuate effectiveness, consistency, and consistency. A strong culture is showed in a workplace that is trusting, individuals arranged, and empowering. Such culture encourages open connections among representatives and gives a work environment evenhanded, neighborly, and accommodating (Jogarathnam, 2017). In this review, we are focusing on the influence of an innovative culture.

To build a creative culture, researchers have been described elements that figure out organizational culture. Teamwork, communication, training and development and reward recognition are the main pattern of organization culture (Ramdhani, Ramdhani, & Ainisyifa, 2017). While Rich, Rich, & Hair (2018) mentioned innovation, outcome orientation, aggressiveness, stability, attention to detail, respect for people and team orientation as main elements of organizational culture. Also, Wu, Huang, Huang & Du (2019) agreed with them when he mentioned compliance, leadership, decision making, effectiveness and values as elements of organizational culture. Larentis, Antonello, & Slongo (2019) expanded in their book

to cover shared meanings and symbols, openness to new ideas and perspectives, the role of boundary spanners, past experiences and problems' sharing between individuals. Most scholars agreed in describing organization culture as a magic stick "recipe" that has a positive influence on organization attitude and business improvement process (Mahadevan, 2017). This positiveness expands to reach not only employees and organization performance but also organizational commitment (Nikpour, 2017). Shahzad, Xiu, & Shahbaz (2017) argue that organizational culture is highly significant, plays a vital role in organizational success and is highly correlated with an employee's satisfaction and performance. Warrick (2017) expand the influence of innovative culture to reach performance, morale, job satisfaction, Employee Job Performance and loyalty, employee attitudes and motivation and tool to attract and retain talented employees.

The correlation between organization culture, knowledge management, information and communication, employee's empowerment and innovation and technology from one side and their impact on employee's performance from other side are clear. Iqbal, Latif, Marimon, Sahibzada, & Hussain (2019) approve how the correlation between knowledge management and organization culture facilitate organizations task and achieve superior performance. While Al-Abdullat & Dababneh (2018) conclude that organization successes on applying job satisfaction depending on the combination of clan and adhocracy types of organizational culture and knowledge management through maintaining knowledge sharing environment and empowerment employee's innovative solutions. The four processes of knowledge management framework including sharing (S), learning (L), evaluation (E), and production (P) with the combination of well organization culture fit can achieve maximal payoff of employee performance (Zhang, 2018).

The organization that building their strategy on adopting correlation between ICT and innovation and creativity has a major influence on employee's performance. This assumption supported by several researchers starting from Ndou, Schiuma & Passiante (2019) by arguing that creative economy progress measured in terms of human capital performance against implementing clear strategies that maintain information communication technology and innovation and creativity. The same result appeared with Laar, Deursen, Dijk & Haan (2019) when identified that creativity, communication, collaboration, and analytical skills were presented as skills that are useful to the creative professional.

A broad literature explained employee's performance and the factors influencing this performance. Therefore, this conceptual study contributes to enhancing understanding of factors impacting on employee performance. As appeared in this exploration, a few elements are influencing representative execution. To start with, hierarchical information the executives which has a critical job in improving worker execution through dissecting the current aptitudes, information and capacity of representatives at that point plan an appropriate technique to decrease the hole between the current and wanted execution. Second, ICT which are thinking about the center resources of the association that are working in urging representatives to improve their exhibition. The third factor is the strengthening, which tremendously affects a representative's exhibition to reshape the mentality of association in managing various difficulties and undermine on the lookout, particularly if the association is searching for their workers as an upper hand for enduring. Fourth, imaginative and creative which are playing as a change-specialist in advancing the appearance of a novel thought, which lead the association to confront vulnerability and multifaceted nature in an exceptionally evolving climate. The fifth factor is an authoritative culture, which is functioning as an umbrella that drives worker's

exhibition to create inventive arrangements, thinking creatively and utilizing adaptable thinking in testing hierarchical circumstances (Ismail, Iqbal, and Nasr, 2019). On other hand, the correlation between organization culture, knowledge management, information and communication, employee's empowerment and innovation and technology from one side and employee's performance from other side was clear while analyzing this literature. Where ERP is a functional arm that facilitates the process of collaboration between these factors by empowering employees through aspects of involving in managements concerns, strategic goals and targets, self-learning and developing and knowledge management (Rouhani & Mehri, 2018).

2.2 Hypothesis Development

Work performance theory arises from criticism of motivation theory developed by Maslow which revealed that employee performance is only influenced by ability and motivation (Blumberg and Pringle, 1982). Blumberg and Pringle revealed that these two dimensions cannot explain the work environment for employees, because the work environment has a large influence on performance because it is not under individual control and will affect job satisfaction. So that work performance theory describes three dimensions that influence employee performance, namely capacity, willingness and opportunity. The capacity dimension describes physiological and cognitive abilities. Capacity is the effect of individual abilities, knowledge, skills, level of education, health, age, intelligence, skills and expertise. Capacity dimension is a driving factor for someone doing work in accordance with his ability and if an employee works not according to his capacity then it will tend to have low productivity, so that in increasing employee productivity, the company must spend to increase the capacity of the employee through training workshops and seminars.

Dimension of will refers to psychological and emotional characteristics that affect the degree of an individual to perform tasks and willingness is the effect of behavior on motivation, job satisfaction, personality, sikap, norms, characteristics and values that are carried. Willingness is one dimension that is strongly influenced by motivation, so that the higher the motivation of an employee in working, the goals to be achieved by the company will be easily achieved. Dimensions of opportunity in doing a job, this dimension is strongly influenced by environmental factors surrounding it, so that this dimension cannot be controlled by individuals. The dimension of opportunity greatly influences employee performance; this is due to the fact that employees are closely related to technical work. Variables related to the dimensions of opportunity are work design, systems and work procedures, relationships with colleagues, information systems and organizational policies (Kawedar, 2015).

2.2.1 Employee Performance

Performance is the result or achievement achieved by individuals and/or organizations in carrying out a predetermined plan relating to the realization of the goals, vision, mission and objectives of an organization (Moeheriono, 2012: 95). Employee performance is a function of the interaction of abilities, motivation and opportunities (Robbins and Judge, 2017: 35). Employee performance is an achievement shown through financial or non-financial results that has a direct relationship with organizational performance and its success (Johlke and Iyer, 2013).

2.2.2 Level of Education

The level of education is one aspect of the demographic characteristics of employees in a company. The level of education reflects the competence of employees, the higher the level of education, the higher the competence and skills (Kotur and Anbazhagan, 2014). Competence is one of the most important in a company, because the higher the level of competence possessed by employees will increase the productivity of its performance which has an impact on the level of output produced by the company (Sodikin *et al.* 2018) [36]. Cheng, *et al.* (2010), Syafril and Uli (2010) and Martin and Liusar (2018) revealed that the education level of employees influences work productivity, the higher the level of education of employees, the higher their competency so that they do work effectively.

2.2.3 Remuneration

Remuneration is a form of reward received by employees of the company for the achievements given by workers to the company (Pora, 2011: 3). Remuneration provided by the company has a goal to improve employee welfare, so that it will create employee loyalty to the company. The remuneration provided by the company must fulfill the principle of pay for 3 pays: pay for position, pay for performance and pay for people (Pora, 2011). Performance-based remuneration will provide motivation for employees to improve their competency and skills. Reward-based remuneration that considers aspects of work time, seniority and light weight work makes employees not motivated to increase their competency and performance (Moehariono, 2010). Kawedar (2015), revealed that the success of employees in realizing their performance targets is affected by remuneration. The study conducted by Kyule (2016) revealed that remuneration was able to strengthen work life policy (job redesign) relations with employee performance.

2.2.4 Job Redesign

Job redesign is an activity of designing or reconstructing plans that have been made about the work tasks of employees in accordance with the needs and abilities of individuals (Siengthai *et al.* 2016). Job redesign includes activities or changes related to work that improve the quality of employee work and employee productivity (Wood, *et al.*, 2012). The purpose of job redesign is to design a job that must always be oriented towards the company's goals, so it must always conform to changes in the business environment and allow a worker to feel personally responsible for a meaningful part of his work. Morrow *et al.* (2012), conducted a study of employee performance in financial companies in America, revealing that job redesign in the form of work rotation was able to improve employee performance. Maxwell (2008) and Ali and Rehman (2014) reveal that job redesign increases employee work productivity, because it avoids work that causes over routine.

2.2.5 Job Satisfaction

Job satisfaction can be defined as measuring a person's work or experience in terms of positive emotions or pleasure in work (Locke, 1976) and people's feelings (likes or dislikes) in work (Spector, 1997). Davis (1985: 96) reveals job satisfaction is a feeling that drives employees related to their work and their condition. Job satisfaction becomes a very important thing, because it has a big influence on the organization. A person's job satisfaction has an impact on the organization, among others, namely the turnover rate, employee attendance level, employee health level, effectiveness of work completion, idea development and innovation, error rate, pride in the company that is manifested in commitment and loyalty. Syaffril and Uli (2010) state

that job satisfaction arises from an evaluation of an experience, or a psychological statement due to an expectation associated with what they get. Farooqui and Nagandra (2014), Riana (2015) and Zaheer (2017), the results of his research show that job satisfaction has an effect on employee performance and the study of Seingthai *et al.* (2016), found that job satisfaction was able to be a mediator for job redesign with employee performance.

Following the literature review and the conceptual framework, this study proposed four major hypotheses as follows:

H₁: Educational level has a positive effect on employee performance,

H₂: Job redesign has a positive effect on employee performance,

H₃: Job satisfaction has a positive effect on employee performance,

H₄: Remuneration has a positive effect on employee performance.

2.3 Conceptual Framework

Based on the literature review, this study put forwards the conceptual framework of this study as depicted in Figure 1.

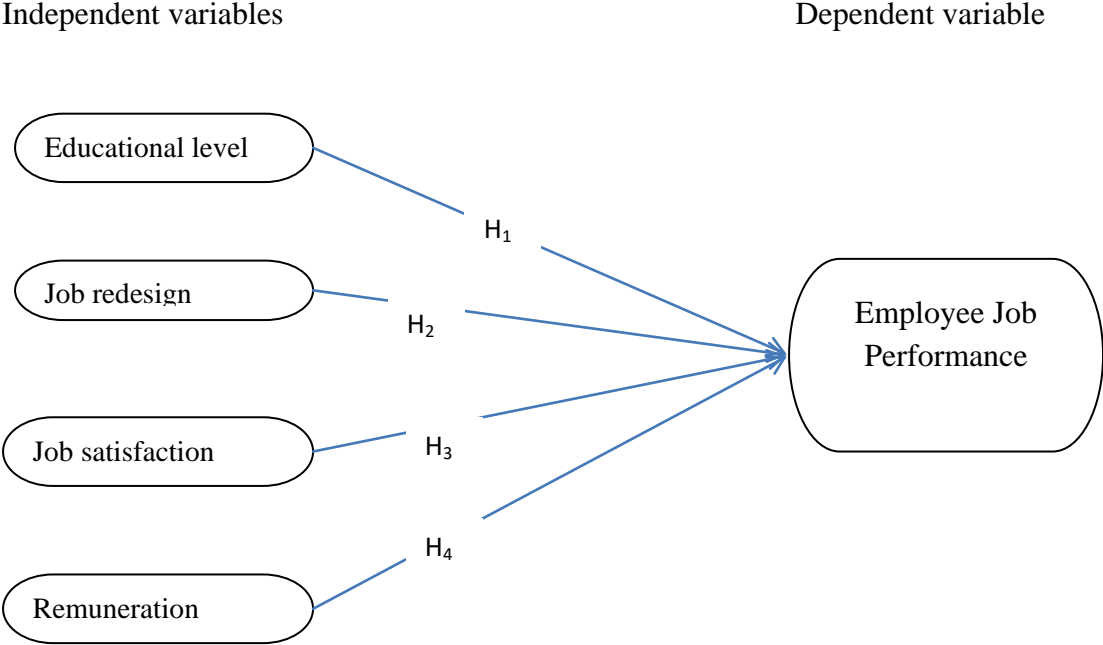


Figure 1. Conceptual Framework

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the research design is described with the research paradigm, type, and nature. The current research study entails the research methodology and specifies in what way the research problem to be probed. Furthermore, the population, sample, piloting of data, collection of data and procedure and instrumentation are provided.

3.2 Research Design

There has been a long discussion in endeavoring to distinguish the best methodology in research procedure however as stated by Amaratunga et al. (2002) there is no particularly best way to deal with research philosophy. There are two unique schools of thought on research systems, a quantitative and subjective methodology. A quantitative methodology includes gathering and breaking down numerical information and focuses on the issues of operational definitions, objectivity, causality and applying measurable tests though a subjective methodology is progressively emotional in nature and includes looking at and thinking about discernments so as to pick up a comprehension of social and human exercises with regards to explicit settings (Sekaran & Bougie, 2010). A quantitative research method is used in this study. This strategy will help the researcher in gathering information all the more rapidly and the sample size will likewise be substantial as contrast with different techniques.

A paradigm is a perception about something assumed and how the current situation prevails; Rossman and Rollis (2017) define a paradigm as “shared understandings of reality”.

Furthermore, they categorize 4 diverse paradigms, however, the main paradigm which is related to the current study is Positivism that is linked to the quantitative study and it includes the analysis of the related hypothesis to know about the perception of the population. This study adopt positivistic quantitative paradigm, as it is compatible with this study. This approach suggests “hypothesis development (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis”. In this thesis a theoretical framework is employed on the basis of literature review to develop and test hypothesis. Therefore, to investigate factors affecting performance of health sector employees during COVID 19 a positivistic quantitative paradigm is employed.

3.3 Population and Sampling

A survey research design is employed in this thesis. Study population comprises of employees of health sector. As it is difficult to gather data from the whole population because of asset imperatives and different restrictions of time, sampling is the commonly utilized technique to gather data. The sample consists of 203 employees.

3.4 Data Collection and Analysis

Primary data is used in this study. Questionnaire was used for collection of primary data. Cross sectional design is employed in this thesis. The questionnaire was adopted from previous literature and the data was collected from employees of health sector. The questionnaire comprise of 26 items, measured on a Likert scale. Part 1 consists of questions related to respondent’s personal information. Part 2 is related to items about independent and dependent variables. Cronbach's alpha was utilized in the examination to quantify the unwavering quality of

the survey. Cronbach's alpha is a proportion of inside consistency, that is, the way solidly related a course of action of items is as a get-together. It is believed to be a proportion of scale trustworthiness. A "high" regard for alpha does not induce that the measure is unidimensional. The alpha coefficient of 0.70 or more noteworthy prescribes that the items have commonly high internal consistency.

Different tests which relates with current study such as; reliability test, summary statistics, correlation and regression analysis was applied on data to find out results as desired to interpret the current study purpose. The reliability test is used to check stability of research findings hence Cronbach's alpha is employed. In order to certify the validity of content most of the items are adopted from previous studies. In addition, to check multicollinearity and to find correlation between explanatory variables Pearson correlation test is applied. Correlation matrix is used with descriptive details to compute and discuss the findings in comprehensive manner. Furthermore, to determine the link between independent and dependent variables this study employs regression analysis.

3.5 Pilot Study

For grasping real and accurate results the researcher conducted a pilot study. A total of 10 respondents were randomly selected and were given to complete the Questionnaire. During the piloting, there were a total of 35 items. Moreover, prior to piloting the survey tool, the researcher explained the purpose of the study to the respondents. Furthermore, it was assured to the respondents that the survey finding would never be used for any other purpose except for the already explained purpose.

Finally, the pilot study brought the following considerations into the notice of the

researcher and their practical applications were carried out.

1. The time limit was increased from 15 to 20 minutes.
2. The respondents were informed prior to the survey.
3. Some of the respondents feel it hard to understand some questions; therefore, those questions were rephrased and made more reader-friendly.
4. The final survey items were limited to 26 and it took 20 minutes to complete.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

Study findings are presented in this chapter. First reliability analysis is performed. Then the summary statistics of each demographic variable are shown. This chapter presents the descriptive statistics of demographic variables as well as independent and dependent variables. The correlation analysis between variable is also shown. Finally, the regression analysis is presented.

4.2 Reliability of Questionnaire

4.2.1 Cronbach Alpha

Cronbach's alpha was utilized in the examination to determine the reliability of scale. A value of greater than 0.70 is considered good. Therefore, we use this method to see whether the instrument is reliable or not. From table 1 it can be seen that the scale is reliable because alpha value is 0.953; greater than 0.70.

Table 1

Statistics of Reliability

Cronbach's Alpha	Alpha Based on Standardized Items	Number of Items
.953	.953	26

4.3 Sample Characteristics

The results show that total numbers of respondents are 203. Respondents with an age of 20-25 years are 85, 26-30 years are 84, 31-35 years are 26, 36-40 years are 5 and above 40 years are 3. Male respondents are 119 and female respondents are 82. Male respondents consist of 58.6 percent whereas female respondents consist of 40.4 percent. Table 3 shows that respondents with associate degrees are 1, with Bachelor degrees are 67, with Mater degrees are 125, with Doctoral Degree are 6 and other Degree holders are 4. Associate Degree holders are 0.5 percent, Bachelor degree holders are 33 percent, Master degree holders are 61 percent and Doctoral degree holders are 3 percent. Table 5 shows that staff with experience of 6 Months - 1 Year are 50 that is 24.6 percent, 1 - 2 Years are 67 that is 33.0 percent, 3 - 5 Years are 48 that is 23.6 percent, 5 - 10 Years are 25 that is 12.3 percent, 11-20 years are 7 that is 3.4 percent and Above 20 years are 6 that is 3.0 percent. Respondents who are currently studying are 118 and those who are not studying are 85. Table 7 shows that respondents who have spent 1 year or less in University are 14, those who spent 2 years or less are 37, those who spent 3 years are 30, those who spent 4 years are 64, and those who spent 5 years or more are 58.

Table 2

Frequency of Age

	Frequency	%	Valid %	Cumulative %	
Valid	20-25Years	85	41.9	41.9	41.9
	26-30Years	84	41.4	41.4	83.3

31-35Years	26	12.8	12.8	96.1
36-40Years	5	2.5	2.5	98.5
Above 40Years	3	1.5	1.5	100.0
Total	203	100.0	100.0	

Table 3

Frequency of Gender

	Frequency	%	Valid %	Cumulative %	
Valid	Other	2	1.0	1.0	1.0
	Male	119	58.6	58.6	59.6
	Female	82	40.4	40.4	100.0
	Total	203	100.0	100.0	

Table 4

Frequency of Education

	Frequency	%	Valid %	Cumulative %
Valid	Associate-Degree	1	.5	.5
	Bachelor-Degree	67	33.0	33.0
	Master-Degree	125	61.6	61.6

Doctoral-Degree	6	3.0	3.0	98.0
Others	4	2.0	2.0	100.0
Total	203	100.0	100.0	

Table 5

Frequency of Experience

		Frequency	%	Valid %	Cumulative %
Valid	6 Months - 1 Year	50	24.6	24.6	24.6
	1-2Years	67	33.0	33.0	57.6
	3-5Years	48	23.6	23.6	81.3
	5-10Years	25	12.3	12.3	93.6
	11-20Years	7	3.4	3.4	97.0
	Above 20Years	6	3.0	3.0	100.0
	Total	203	100.0	100.0	

Table 6

Frequency of Currently Studying

		Frequency	%	Valid %	Cumulative %
Valid	Yes	118	58.1	58.1	58.1
	No	85	41.9	41.9	100.0

Table 6**Frequency of Currently Studying**

		Frequency	%	Valid %	Cumulative %
Valid	Yes	118	58.1	58.1	58.1
	No	85	41.9	41.9	100.0
	Total	203	100.0	100.0	

Table 7**Frequency of Years Spent in University**

		Frequency	%	Valid %	Cumulative %
Valid	1-Year or less	14	6.9	6.9	6.9
	2-Years	37	18.2	18.2	25.1
	3-Years	30	14.8	14.8	39.9
	4-Years	64	31.5	31.5	71.4
	5-Years or more	58	28.6	28.6	100.0
	Total	203	100.0	100.0	

4.4 Descriptive Statistics

The descriptive statistics results are shown in Table 8. All variables were rated on a five point Likert scale. The mean value of Gender is 1.39 with standard deviation of 0.510 and min and max values of 0 and 2. Furthermore, Education has a mean value of 2.73 with min and max values of 1.00 and 5.00. Experience has a mean value of 2.46.

Table 8

Descriptive Statistics of Demographics

	N	Min	Max	Mean	Std. Dev
Gender	203	0	2	1.39	.510
Education	203	1	5	2.73	.622
Experience	203	1	6	2.46	1.248
Currently studying	203	1	2	1.42	.495
Years spent in University	203	1	5	3.57	1.266
Valid N (listwise)	203				

4.5 Correlation Analysis

This section presents the Pearson correlation coefficients between the dependent variable and the independent variables. The results are presented in Table 9 with the Pearson coefficients shown in each cell of the table with the p-value provided underneath in brackets. Correlation analysis is used following previous studies to check multicollinearity among variables in empirical models, which exists when one or more variables are highly correlated to one another.

The result indicates that there is positive relationship between Employee Job Performance and Educational level. Similarly, the results indicate that the relationship of Employee Job Performance with Job satisfaction, Remuneration, and Job redesign is positive.

Table 9: Correlations

		Employee Job Performance	Educational level	Job satisfaction	Remuneration	Job redesign
Employee Job Performance	Pearson Correlation Sig. (2-tailed)	1				
Educational level	Pearson Correlation Sig. (2-tailed)	.962**	1			
Job satisfaction	Pearson Correlation Sig. (2-tailed)	.877**	.909**	1		
Remuneration	Pearson Correlation Sig. (2-tailed)	.890**	.866**	.700**	1	
Job redesign	Pearson Correlation Sig. (2-tailed)	.554**	.505**	.484**	.575**	1

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

4.6 Regression Analysis

This section presents the regression analysis between the dependent variable Employee Job Performance and the independent variables Educational level, Remuneration, Job satisfaction and Job redesign.

Table 10: Variables Entered/Removed^b

Model	Variables Entered	Variables Removed
1	Job redesign, Job satisfaction, Remuneration, Educational level	.

a. All requested variables entered.

b. Dependent Variable: Employee Job Performance

Table of interest is the Model Summary table 11, as shown below:

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971 ^a	.943	.940	.25762

a. Predictors: (Constant), Job redesign, Job satisfaction, Remuneration, Educational level

This table provides the R and R² values. The R value represents the simple correlation and is 0.971 (the "R" Column), which indicates a high degree of correlation. The R² value (the "R Square" column) indicates how much of the total variation in the dependent variable, Employee Job Performance can be explained by the independent variables, Educational level,

Remuneration, Job satisfaction and Job redesign. In this case, 97.1% can be explained, which is very large. The next table 12 is the ANOVA table, which reports how well the regression equation fits the data (i.e., predicts the dependent variable) and is shown below:

Table 12: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.865	4	23.216	349.801	.000 ^a
	Residual	5.641	85	.066		
	Total	98.506	89			

a. Predictors: (Constant), Job redesign, Job satisfaction, Remuneration, Educational level

b. Dependent Variable: Employee Job Performance

This table indicates that the regression model predicts the dependent variable Employee Job Performance significantly well as shown by the p-value of 0.000. This indicates the statistical significance of the regression model that was run. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

The Coefficients table 13 provides us with the necessary information to predict Employee Job Performance from the independent variables, Educational level, Remuneration, Job satisfaction and Job redesign, as well as determine whether these contribute statistically significantly to the model (by looking at the "Sig." column). Table 13 reports the regression results. The results show that Educational level results in higher Employee Job Performance.

More specifically, an improvement of one percent in Educational level results in an increase of 59% in Employee Job Performance.

The results indicate that Job satisfaction and Employee Job Performance are positively correlated at the 1% level. The magnitude of this impact is high, as an increase of one unit in Job satisfaction, results in an increase of 0.14 in the value of Employee Job Performance. Similarly, we find positive relationship between Remuneration and Employee Job Performance, indicating that an increase of one unit in Remuneration results in an increase of 37% in Employee Job Performance. However, the result for Job redesign and Employee Job Performance is statistically insignificant as shown by p-value of 0.238.

Table 13: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.615	.192		-3.209	.002
Educational level	.598	.101	.589	5.914	.000
Job satisfaction	.141	.070	.142	2.007	.048
Remuneration	.378	.090	.259	4.182	.000
Job redesign	.073	.061	.039	1.188	.238

a. Dependent Variable: Employee Job Performance

CHAPTER 5

CONCLUSION

5.1 Conclusion

This study discusses the factors that influence employee job performance. The variables used in this study were education level, job redesign, job satisfaction and remuneration. Work performance theory reveals that employee performance is influenced by three dimensions, namely the dimensions of capacity, motivation and opportunity. Capacity dimensions refer to physiological and cognitive abilities that allow individuals to carry out tasks effectively and best. The dimensions of motivation refer to psychological and emotional characteristics that influence individuals in carrying out their duties. The dimension of opportunity is the opportunity to do something and have characteristics that cannot be controlled by individuals. The capacity dimension used in this study to improve employee performance is the level of education. The higher the level of education of an employee, the higher the competence so that it will do work effectively. The dimensions of motivation used in this study are remuneration, because remuneration is one of the goals to be desired for employees who work and the remuneration provided by companies, both financial and non-financial, can increase employee performance. The opportunity dimension used in this study is job redesign. Job redesign is one of the management strategies to avoid employees from over routine that will result in work saturation and will ultimately reduce employee loyalty to the company.

A quantitative research method is used in this study. This study adopt positivistic quantitative paradigm, as it is compatible with this study. This approach suggests “hypothesis development (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis”. In this thesis a theoretical framework is employed on the basis of literature review to develop and test hypothesis. Therefore, to investigate factors affecting performance of health sector employees during COVID 19 a positivistic quantitative paradigm is employed. A survey research design is employed in this thesis. Study population comprises of employees of health sector. The sample consists of 203 employees. Primary data is used in this study. Questionnaire was used for collection of primary data.

From the results it can be seen that the scale is reliable because Cronbach's alpha value is 0.953; greater than 0.70. The results show that total numbers of respondents are 203. Respondents with an age of 20-25 years are 85, 26-30 years are 84, 31-35 years are 26, 36-40 years are 5 and above 40 years are 3. Male respondents are 119 and female respondents are 82. Male respondents consist of 58.6 percent whereas female respondents consist of 40.4 percent.

Respondents with associate degrees are 1, with Bachelor degrees are 67, with Mater degrees are 125, with Doctoral Degree are 6 and other Degree holders are 4. Staff with experience of 6 Months - 1 Year are 50 that is 24.6 percent, 1 - 2 Years are 67 that is 33.0 percent, 3 - 5 Years are 48 that is 23.6 percent, 5 - 10 Years are 25 that is 12.3 percent, 11-20 years are 7 that is 3.4 percent and Above 20 years are 6 that is 3.0 percent. Respondents who are currently studying are 118 and those who are not studying are 85. Further results shows that respondents who have spent 1 year or less in University are 14, those who spent 2 years or less

are 37, those who spent 3 years are 30, those who spent 4 years are 64, and those who spent 5 years or more are 58.

This study presents the regression analysis between the dependent variable Employee Job Performance and the independent variables Educational level, Remuneration, Job satisfaction and Job redesign. The R value represents the simple correlation and is 0.971 (the "R" Column), which indicates a high degree of correlation. The R² value (the "R Square" column) indicates how much of the total variation in the dependent variable, Employee Job Performance can be explained by the independent variables, Educational level, Remuneration, Job satisfaction and Job redesign. In this case, 97.1% can be explained, which is very large. The results show that Educational level results in higher Employee Job Performance. More specifically, an improvement of one percent in Educational level results in an increase of 59% in Employee Job Performance. The results indicate that Job satisfaction and Employee Job Performance are positively correlated at the 1% level. The magnitude of this impact is high, as an increase of one unit in Job satisfaction, results in an increase of 0.14 in the value of Employee Job Performance. Similarly, we find positive relationship between Remuneration and Employee Job Performance, indicating that an increase of one unit in Remuneration results in an increase of 37% in Employee Job Performance. However, the result for Job redesign and Employee Job Performance is statistically insignificant as shown by p-value of 0.238.

5.2 Implications of the Study

Health sector is a growing sector thus it is very important that employees who are committed to their work should be maintained with the organization. The management should be focused on motivating and satisfying the best employees which involves better working

conditions, harmonious relations, administrative practices, leadership, capacity building and training. This study is a quantitative overview of the factors that affect employee performance at workplace. This study will have significance role on the issues related to employee performance for concerned bodies. This study helps the health sector to see its gap towards human capital management so that the health sector can depict areas of focus for effective utilization of its human capital. Because the general finding of the study has tangible reflection on factors that affect employees job performance at health sector. The study helps the sector to fill those gaps mentioned in the statement of the problem. It also helps to suggest and show the ways how to solve the problem and will support as reference for concerned management offices. For workers it helps to improve employees awareness on what factors are affecting their job performance, for planners it helps them to effectively plan the sound schedules to handle the low performance of employees. The study also would have a significant impact for policy makers via contributing on setting plans and targets by considering such factors in to account. It can also help in providing information for similar business sectors and agents in identifying the factors affecting employees job performance and provision of vital recommendations in that regard.

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Appendix A
Questionnaire

What is your gender?

- Male
- Female
- Other

How many years have you spent in University?

- 1year or less
- 2years
- 3years
- 4years
- 5years or more

Are you currently studying?

- Yes
- No

How many years of experience do you have in your field

- 0 to 5years
- 6 to 10years
- 11 to 15years
- 16 to 20years
- 21 and above

What is the highest level of Education you have completed?

- Associate-Degree
- Bachelor-Degree
- Master-Degree
- Doctoral-Degree
- Others

Dependent Variable: Employee Job Performance

S.NO:	Dependent Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel dedication, seriousness and					

	ability to take extra responsibility					
2	Feeling proud of the work represents a motivation for me to make extra efforts.					
3	I have the desire and willingness to work outside official working hours for fast delivery.					
4	I actively looked for ways to improve my performance at work					
5	I kept looking for new challenges in my job					

Independent Variables

S.NO:	Independent Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job Satisfaction						
1	I am proud to work for my Hospital					
2	I am given enough authority to make decisions I need to make					
3	I feel valued at this Hospital					
4	I would recommend employment at this Hospital to my friend					
5	I feel that my supervisor gives me adequate support					
6	I am given enough recognition by management for work that's well done					
Job Redesign						
1	Employees are being involved in decision making in areas related to their departments and this improves employees' performance					
2	Variety of job responsibilities					

	enhances the staff performance					
3	The significance of employee job encourages them to improve their performance					
4	Employees are able to identify the lines of authority and levels of responsibility					
5	The challenging and interesting tasks assigned to employees make their work exciting and consequently their performance is enhanced					
Remuneration						
1	Wages and salaries paid to the employees encourage them to stay					
2	Rewards for exceptional performance are offered which reduce employees' turnover					
3	There is satisfactory performance appraisals which enhance employees' performance					
4	The rewards offered to the employees are comparable with what the market offers					
5	The retirement benefit scheme for the employees is satisfactory					