

Employee Job Performance in Multinational Environment

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Abstract

Employees are considered key constituents of organizations as job performance of employees is one of the key determinants of the growth and progress of the organization. High levels of employee efficiency and effectiveness will help organizations achieve its objectives. Previous studies have demonstrated that there are various factors that may influence employee job performance. This research focuses on several factors which have been previously identified to impact employee job performance. However, in this instance the research focuses on a multinational electronics manufacturing company with 19,000 employees across 11 countries globally. A survey was conducted to collect data from employees with 200 employee questionnaires distributed. Findings of the study suggest that work experience is the most important factor that positively impacts job performance of employees, followed by motivation, technology advancement, workload, and lastly financial stress. The analysis and results support the contention that employees' job performance is integral to organization's performance as employees are the main factors of production

Keywords: Financial Stress, Job performance, Motivation, Technology Advancement, Work Experience

Introduction

Employee's job performance is defined as how an employee fulfills job duties and executes required tasks. It refers to the effectiveness, quality, and efficiency of output. Organizations monitor employee job performance and encourages them to incrementally perform better using performance management systems and reward mechanisms. Viswesvaran and Ones (2000) defined employee job performance as "scalable actions, behavior, and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals". They further opined that job performance is linked to both employee-and organizational-level outcomes. Hammoud and Osborne (2017) in their paper on "Effective Employee Engagement in the Workplace" suggested that effective and efficient employee job performance leads to an effective and efficient organization hence the importance of employee job performance monitoring and enhancement per organizational requirements. The success or failure of the organization primarily depends on the performance of its employees (Latif, Ahmad, & Qasim, 2013). The efforts exerted by employees towards the achievement of assigned tasks is defined as job performance which in turn is the basis for the functioning of the organization and its success. Employee job performance is influenced by numerous factors at the workplace and there many factors that may increase or lower employee job performance (Yaseen & Nayab, 2013).

This study investigated different factors which influence employee job performance in a multinational electronics manufacturing environment. Employee's job performance can be further defined as the assessment of how employees fulfill the tasks allocated to them by the organization. Employee job performance refers to

the effectiveness, efficiency, quality of the work done by the employees, and it helps define how valuable an employee is in an organization (Pradhan & Jena, 2016). Measuring employee job performance is not an easy task, the company needs to plan and execute it well using the appropriate performance management systems. The organization will need to manage the objective and expectation formulation and monitor them regularly. Consequently, resulting in a desired outcome or otherwise.

In the modern, rapidly changing workplace, employees must take charge of their performance for the variety of positions they will occupy throughout their lifetime. To not only survive, but thrive in this new reality, organizations need to be adaptive. The same is true for the employees within them. Therefore, employees need to enhance their job performance to achieve the organization's goal. Organizations must ensure that they get the best out of their employees by carefully analyzing the factors that affect the employee. According to Mahiswaran Selvanathan (2016), employee job performance is the most challenging issue faced by the organization and there are a lot of factors influencing employee's job performance. Wahab and Abdul (2020) stated that the outbreak of covid-19 has severely affected the national and global economy. Restrictions imposed on the workplace and constraints of movement due to the Covid 19 pandemic has resulted in a drop in employee job performance and productivity creating a negative effect on organizations. Vyas and Butakhieo (2021) in a study of working from homes (WFH) concluded that whilst WFH is highly desired it may not be the best option due to inadequacies of proper regulation, lack of necessary resources for this working arrangement and lack of guidance and training. According to Saeed and Waseem (2014), high job performance of the employee will encourage them to stay while low job performance will motivate them to leave the organization. This study intended to help employers formulate an effective human capital development strategy that is crucial to employee's job performance and sustaining business competitive advantage.

Literature review

Employee job performance is defined as the actions performed by employees towards the achievement of a set of goals in a job/role in an organization. Campbell (1990) defined employee job performance as behaviors related to meeting expected, identified or formal role requirements of organization members.

In examining the perceived value and the contribution of employee job performance to the organization, Motowidlo (2003), Motowidlo, Borman and Schmit (1997) opined distinct behaviors of employees over a period result in the expected value of the organization. Motowidlo et al. (1997) also suggested that employee job performance is behavioral, episodic, evaluative, and multidimensional. A deeper examination reveals that there are some distinct differences between behavior and performance; behavior being the action of employees and performance reflecting the value of what employees do. Given the evaluative nature of employee job performance, Koopmans (2014) theorized that employee job performance substantially contributes to the organization's efficiency and competitiveness. Consequently, element of employee satisfaction, personality and participation has become an area of great interest to industrial psychologist (Judge, Bono, Thoreson, & Patton, 2001).

The study of employee job performance particularly in the context of industrial and organizational psychology is very often viewed from the perspective of employee satisfaction and organizational performance. Borman and Motowidlo (1993) expanded employee job performance by examining task performance and contextual performance. Task performance involves all activities that an employee is expected to carry out on the job per job description or job specification. Contextual performance reflects employee behavior which influences organizational effectiveness within the context of psychological, social, and organizational context of work Motowidlo, (2003). Contextual performance may also manifest as an effect on other people, an employee's acquisition of knowledge and skills, or impacting an organization's resources. Contextual performance is exhibited in many forms such as offering to undertake additional assignments, tenacity in completing challenging tasks, and assisting other employees in completing their tasks, propagating organizational strategies, policies and objectives. Consequently, contextual and task performance will create a favorable/unfavorable effect on the organization. Motowidlo and Van Scotter (1994) discovered that both task and contextual performance independently impact the employee job performance. They tended to relate more closely to different conditions such as between work experience and task performance where else contextual performance demonstrated a stronger correlation to personality variables.

Job performance in a broader context is assessed in working groups and consequently reflects the performance of the organization. Huselid (1995) contended that employee job behaviors have a significant fiscal impact, one

standard deviation increase in employee performance equated to approximately forty percent of an employee's salary. Brooks (2000) noted that organizations with a lower turnover rate recorded better employee job performance, leading to higher returns. This hypothesis supported Gould-Williams (2003)'s notion whereby in situations where employees work hard for an organization, employee job performance is seen to be superior.

Factors effecting employee job performance

The study of factor effecting employee job performance has been of perennial interest amongst researchers given the significant value it brings to the organization. Diamantidis and Chatzoglou (2019), examined internal environmental factors such as organizational climate, environmental dynamism, managements support and training culture. Also explored were job-related factors such as job environment, job autonomy, job communication and employee-related factors, for example intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, commitment. Result of this research revealed that organizational climate, management support and job environment played a critical role in employee job performance. Paethrangsi and Jamjumrus (2021) in their study similarly concluded that organizational behavioral factors for instance organization culture, organization structure, workplace ambience, leadership and teamwork have the greatest impact. Pandey (2019) summarized and categorized the work of several other researchers on factors effecting employee job performance into three broad categories namely.

Physical:

Campion (1988) evidenced the link between physical demand and physiological outcomes like discomfort and fatigue. Jobs requiring employee physical efforts was contextualized as part of the job characteristics by Uppal et al. (2014). Christian et al. (2011) linked the physical factor to attitudinal outcomes like job disengagement and job dissatisfaction.

Cognitive:

Demerouti et al. (2001) discovered that most job required a widespread use of cognitive faculties like information processing; leading to the classification of cognitive demands in jobs which affected employee job performance (Bakker & Demerouti, 2014).

Affective:

Hochschild (1983) contended that jobs which are service oriented require affective display as part of the job requirement. A further study by Greenidge et al. (2014) demonstrated the effect of emotional regulation, which is a form of emotional labor, a display of care and concern. Pandey (2019) referred to the above categories as resources which are valuable in enabling employee performance. An example of this was illustrated in the study done by Schmidt and Mckune (2012) on physical fitness and its correlation to employee job performance. Among the dimensions explored were strength, endurance, overall fitness, muscle mass and aerobic capacity. Another example in cognitive ability where Barros et al., (2014) established the relationship between mental and cognitive capability with job performance. This is supported by research done by Gonzalez et al. (2014) which reiterates that general mental ability is a good predictor of employee job performance. Meta-analysis by Gonzalez-Mulé et al. (2014) evidenced the importance of contingent and context-specific procedural knowledge. In the area of affective resources, the aspects of emotional intelligence and research done by Lorente et al., (2014) on emotional competence and emotional intelligence by Cote and Miners, (2006); Farh et al., (2012); Greenidge et al., (2014); Joseph et al., (2014); Sy et al., (2006) are relevant. Zeigler-Hill et al., (2015) sums it up appropriately in the establishment of the emotional stability having a positive correlation with job performance.

Financial Stress

Garman et al. (2004) described financial distress as an intense physical or mental strain that includes concerns and worries about financial matters. The stressor triggers include notices from creditors, unpaid bills, and preparation for major life events such as retirement. Concerns about debts effects an employee's quality of life including health, family and workplace relationships and work productivity. Research revealed 53% of Malaysian experience financial stress especially during the covid-19 pandemic (Adnan & Zin, 2021). Employee's job performance will be affected by financial stress, as it reduces morale, hinder problem-solving

abilities, and make it impossible for workers to work and negotiate efficiently due to moodiness or irritability caused by a lack of sleep.

Motivation

A study done by Islam and Nabi (2017) indicated that motivation and employee job performance are interrelated with each other. Performance of the employee depends on their feelings i.e., how they feel while performing the task. If employees feel demotivated or not satisfied, then the task is not performed to the full capability. Fatema and Ali (2019) opined that employee motivation is a psychological phenomenon that boosts the morale of the employees, helping them perform with greater efficiency and effectiveness. It guides the behavior of the employee towards achieving the group goals. Zameeri (2014) added the dimension of self-appraisal to the equation. His study theorizes, employees who self-appraise demonstrate a higher willingness to work harder with minimal supervision. Manzoor et al. (2021) examined the impact of intrinsic rewards on employee job performance and motivation. The research revealed a positive and significant impact of intrinsic rewards on the performance of the employee with motivation being a significant mediator in the association between intrinsic rewards and the performance of the employee. Intrinsic reward is mostly intangible and unique, as it very much depends on the characteristics of the individual. It is personalized to the individual and it may include components such as personal satisfaction in completing a meaningful task, acquisition of new skills and knowledge, being given the freedom to choose tasks and even a sense of belonging to a team. The intrinsic reward is usually complemented by tangible extrinsic reward such as increments, bonuses, benefits, commissions, awards or prizes. It's usually external to the task and controlled by other members of the organization. Performance of the employee also very much depends on the skills, educational qualifications, work experience, motivation to achieve the targets and the inner willpower and dedication to improve his/her performance for personal as well as the company's benefits.

Technology advancement

Technological advancement is defined as the pursuance and understanding of underlying science used to develop current materials, processes, and devices. Imran and Maqbool (2014) described technology advancement as the generation of information or the discovery of knowledge that improves the understanding of technology. A scientific breakthrough advances our knowledge of technology. Rapidly evolving technological advancement is greatly impacting the workplace. In terms of knowledge and skills enhancement, employees are expected to be responsible and to take charge of their own knowledge and skill acquisition for the duration of their career. To not only survive, but thrive in this new reality, employees and organizations need to be adaptive to new technology. The study by Imran and Maqbool (2014) also examined the relationship between technology advancement and employee job performance in the banking sector and concluded that technology advancement had a strong influence on motivation and training of employees. Consequently, motivation resulted in a sizeable impact on employee job performance. However, interestingly training by itself did not impact employee job performance significantly. Employee morale is improved, and employee working commitment and task execution time are reduced consequent to technological innovation. Yuvaraj (2018) accurately described this as when employees use technology for the good of the company and following ethical principles, it improves human efficiency, facilitates job task, increases productivity and enhances employee's job performance.

Work experience

Work experience is defined as any experience a person acquires when employed in a particular area or career. The employee can apply their knowledge and skill from what they had learned from previous working experience to a new task. Employers tend to prefer experienced employees as it shortens the learning curve and transition period resulting in savings and higher productivity for the organization. In today's competitive business environment, appropriate working experience will not only help to meet organizational performance but also maintain competitive advantages over the business competitor. Research from Ochonma and Nwodoh, (2018) opined that working experience will enhance employee's job performance over time and plays an important role in individual performance. Work experience is measured by the duration spent on various jobs during the career of the employee (Giniger et al., 1983; McDaniel et al., 1988; Quinones et al., 1995; Rynes et al., 1997); the accumulation of previous industry (PIE)/occupation (POE) experience (Dokko et al., 2009; Carr et al., 2006). Therefore, it can be concluded that work experience is made up of four components: total work

experience, company experience (months spent in current organizations), PIE, and POE. Work experience in this study consists of both PIE and POE. In a study to understand the relationship between work experience and job performance Uppal et al. (2014) discovered that there is a positive relationship between these two variables, however individual factors/personality traits are a major influencing factor. Among the personality examined were openness, conscientiousness, extraversion, agreeableness, and neuroticism. Openness and conscientiousness were found to have a positive impact on job performance while neurotic employees demonstrated a negative relationship between work experience and job performance.

Workload

Shah and Jaffari (2011) defined workload as the amount of job assignment an employee must do at work. It can be categorized as either quantitative, the sum of work to be done or qualitative, how well the work is done in terms of accuracy, thoroughness, and competence. Employees' stress and job performance is often associated with workload. Changes in levels of workload will result in changes to levels of stress and job efficiency. The key will be to find the right balance between workload and job performance to ensure that the employee potential is realized, and under-utilization of human resources doesn't occur. Bruggen (2015) in his study of the relationship between workload and quantitative and qualitative job performance contends that the relationship is inverted U-shaped. Employees out put increases up to a certain point then it starts decreasing. The same is true for the quality of work with the quality being the highest with moderate workload. It can thus be concluded that there will be a tradeoff between quantity and quality of work. Workload pressure can enrich employee exposure and it can positively lead to increasing employee experience, skill, and performance. However, if workload becomes a negative impact, it will create job dissatisfaction, impact job performance and the health on the employees. Spagnoli et al. (2020) in a study on workload, workaholism and job performance discovered that perfectionistic concerns and work engagement mediated the relationship between workload and job performance. Perfectionistic concerns resulted in a positive relationship between workload and workaholism. Another discovery was lower level of work engagement resulted in a negative link between workaholism and job performance. In conclusion, work engagement is a critical fact that needs to be monitored closely and promoted by managers Findings suggest work engagement should be monitored and promoted by managers, especially when workload is high and risk of workaholism, cannot be avoided.

Conceptual Framework and Hypotheses

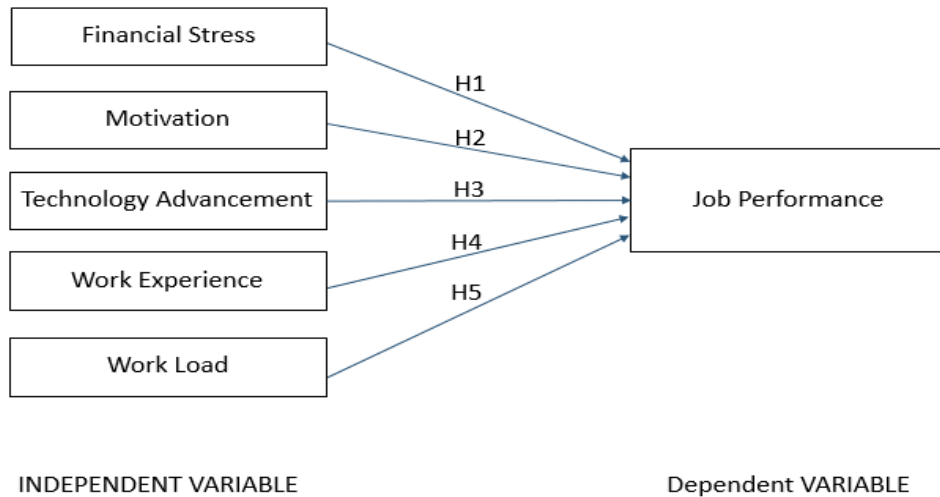


Figure 1: Conceptual framework

H1: There is a positive relationship between financial stress and job performance among employees in the organization

H2: There is a positive relationship between motivation and job performance

H3: There is a positive relationship between technology advancement and job performance

H4: There is a positive relationship between work experience and job performance

H5: There is a positive relationship between workload and job performance

In this framework, five independent variables, which are Financial Stress, Motivation, Technology Advancement, Work Experience and Workload which contribute to Job Performance are tested.

Research Methodology

In this quantitative research, data was obtained from the respondents using survey forms. Data collected was used to quantify opinions, behavior and other defined variable that were set in the survey questionnaire. All the research questions and objectives in this research paper was examined based on the data provided by the respondents using data provided by the respondents and analyzed using the method that is prescribed in this research method. The findings of the research enable a scientific exploration of the issues and problems indicated in this research which otherwise would have been based on speculation.

Factor analysis

The factor analysis was conducted using principal component analysis to analyze the validity of test. The research data was tested using Kaiser-Meyer-Olkin and Bartlett's test, according to Hadi and Abdullah (2016), the sampling is sufficient or adequate if the value of Kaiser Meyer Olkin is larger than 0.5. The value between 0.6 and 0.7 are mediocre, the value between 0.7 and 0.8 are good, the value between 0.8 to 0.9 are great and value greater than 0.9 and above are superb. The result indicates that the value of KMO of this research is 0.910 and the Bartlett's test was found significant at $P < 0.001$ and thus this is good for factor analysis and supported the factorability of correlation matrix. Table 1 show the factor analysis along with factor loading.

Table 1: KMO and Bartlett's Test Results

Kaiser-Meyer-Olkin of Sampling Adequacy		0.910
Bartlett's Test of Sphericity	Approx. Chi Square	5810.009
	df	861
	Sig	0.000

Reliability Analysis

Cronbach's alpha reliability coefficient was calculated to test the reliability analysis of measures across all construct items. According to Ursachi et al. (2013), when the coefficient alpha is greater than 0.60, it indicates the high internal consistency of all instruments, hence convergent validity is supported. Table 2 shows Cronbach's alpha coefficient for all variables. The results revealed that all the variables have acceptable reliability (internal consistency). Finance stress Cronbach's alpha value is 0.629, followed by employee motivation which is 0.742, technological support (0.890), work experience (0.911), workload (0.859) and job performance is 0.903. In summary, most instruments had high internal consistency (>0.60).

Table 2: Reliability Cronbach's Alpha, α . Cutt-off Value (>0.70)

Items	Constructs and Measurement	Cronbach's Alpha, α
Finance stress		0.629
Employee motivation		0.742
Technological advancement		0.890
Work experience		0.911
Workload		0.859
Job performance		0.903

Multiple Regression

The R-value shown in Table 3 is 0.728 it shows the strange positive correlations of the model and the reliability up to 73%. R square represents the variation and the outcome that can be explained by the independent variable. The coefficient of determination (R Square) is 53% of the changes in the explanatory variable can be explained by the predictor variable. This leaves only 47% unexplained by the model. The adjusted R square in this study is 0.518 hence the explanatory variables can explain well the changes in the predictor variable. Based on the findings of the results, we can conclude that all hypotheses are accepted, and they play a significant role in employee's job performance. The research proves that the hypothesis is statistically significant in the findings, providing good analytical data for discussion. Hence everything in the research is relevant in only some part of the continuum and needs to be reviewed based on the current research and findings. Validation is needed from time to time so that research can be concluded as relevant in the current time. Every hypothesis stated above has its weight that leads to employee's job performance, and one of the major factors that can play a role in the research is the time frame of when the research is done. It can be said that different group of respondents have different perspectives, but when it comes to a time where there is not much to choose from, most of the respondents will have almost the same answer. As an example, COVID 19 which globally affects employee routine and activities in relation to their performance. The results in the regression analysis show that the R square of independence variable that financial stress, motivation, technology advancement, work experience and workload could be the influencing factors toward employee's job performance up to 72%. Apart from that, the Sig value from the Coefficient table shows that the p-value is $.000 < 0.05$ and thus it could be assumed that these factors influence the employee's job performance in this sector.

Table 3: Multiple Regression Table

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.728a	.530	.518		.49193

Predictors: (Constant), Workload, Experience, Finance Stress, Motivation, Technology

Research Implication

Below are some research implications that could be derived from this research:

This study demonstrates that multinational companies can act early and take necessary actions that could help minimize or prevent the problems that will lead to low-level job performance of the employees.

This study encourages groups that are responsible for managing human resources to find the best ways possible to maintain or enhance the positive effects of factors that significantly influence employee's job performance.

Limitation of the study

This study uses a unique set of data from the Malaysian subsidiary of a large American multinational company with a global workforce of over 19,000 employees, which limits generalizability, but adds to an important stream of literature.

The relatively small sample of 200 participants who participated in this survey as a ratio of 19,000 employees working in the multinational company does not provide an accurate general reflection of the actual industry. Furthermore, the discoveries cannot be generalized as being the same for all multinational companies due to the same outcomes from this survey. Hence, it only can be gauged as part of the discovery that needs more study to prove its validity and reliability. As the research was done with an abnormal context when the world is facing the Covid-19 which restricted the ability to conduct the survey, the survey was limited to the usage of online Google Form. The study focused on 5 hypotheses identified from studies conducted by past researchers and literature review on employees' job performance.

Conclusion

Overall, it can be concluded that the five factors identified may influence employee's performance in multinational environment. It is established that motivation has a strong correlation to employee job performance. High employee motivation levels will help employees avoid negative stressors which decreases job performance. Similarly, as technology varies and improves it is critical to keep employees current and knowledgeable in this area. Employees themselves may not necessarily be motivated to acquaint themselves

with new technologies, preferring to work with whatever knowledge and skill they have. Therefore, the organization needs to take the initiative to induct and encourage employees to learn new technologies. Dedicated training and development will also foster employee engagement and employee retention. This will directly affect the opportunities, development, and growth of the organization. The combination of factors mentioned above forms employee experience which has been identified in this research as a key determinant of employee performance.

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