

Antecedents of Employees Strength: Its Causes and Consequences in Universities Teachers

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Abstract

Employee performance is a conscious and sensitive observation in every organization. Every where employee performance play a very vital role in the productivity of and organization. Employee performance is dependent upon their strength. While employee strength is dependent upon various factors. This research is focused on that what are the factors that contribute for employee strength and how these factors influence it. Research identifies eight independent factors that influence employee strength. These independent factors are Trust, Innovative Environment, Management Support, Leadership style, Development initiative, Training and development, Performance management and work environment while employee strength depends upon them. For data collection a structured questionnaire was used in three public and three private universities teachers randomly. Study uses a sample of 150 respondents for analysis. Analysis use correlation and regression analysis. Findings of the study show that performance management and leadership styles have greater contribution towards employee strength as compare to other independent factors in teachers.

Key Words: *Employee strength, performance Management, Leadership styles, Universities and Peshawar.*

Introduction

Employees are the profitable assets of any organization. According to Umar et al (2012) the performance of employees varies on strength of employees. The idea came form this research that what are the factors responsible for employee strength. This research is focused on that what are the factors which strengthen employee. Employee can perform when the are strengthen. Study have identified eight independent factors Trust, Innovative environment, Management Support, Transformational Leadership, Development Initiative, Training & development, Performance management and working environment. These factors has a certain influence on employee.

Although in previous researches it has been identified that all these factors has impact on employee performance. But this research finds the knowledge gap in shape of employee strength. This research describes that employee performance come latterly but before that a variable arise that is know employee strength. First employees strength develop and then they reach to a condition to perform an activity or can accomplish a task or and organizational objective. This research has been conducted on teachers of public and private universities teachers. Three public sector universities teachers were Peshawar University, Kohat University, and Abdul Numl University Peshawar Pakistan. While the three private universities are Preston University, Cecos University and City University of science and information technology Peshawar Pakistan. Study shows that how eight independent factors contribute towards employee strength in universities teachers of Peshawar Pakistan.

Literature review

Employee Strength

Employee strength classified by different researchers with passage of time in Personal Capability, Ability to get results, leading change and Interpersonal skills. The above discuss factors can have a significant influence on employee strength. Good leadership can increase personnel capabilities and interpersonal skills of employees. Working environment has a significant influence on employees and can affect their ability to get results. Leading change in organization by an employee is a most important dimension because the positive change brings effective results and can take organization into a strong position Thoms, Dose and Scott (2002).

Organizational Culture

Organization are two types one having trust on employees and second who do not have trust on their employees. Chun-Fang Chiang and Yi-Ying Wang (2012) describe in their study that trust on employees can lead their performance and can make them strengthen. Having trust on employee, increase the work performance and employee strength. Hartini Ahmad and Hamid Mahmood Gelaidan (2011) describe in their study that organizational culture depends upon many factors but innovative environment is an important dimension. Schimmoeller (2010) describe that environment classified in internal and external environment. But internal environment is more important than external as it will lead employee's strength and their activities Lok and Crawford (2004).

Management & Leadership

Kuchinke (1999) describe that organization Management Support, Leadership style and Development initiative are the key dimension which can have a significant influence on employee characteristics. According to Afolabi, O., Obude, O., Okediji, A., & Ezeh, L. (2008) that job performance of employees depends upon employee strength. They describe in their study that employee strength can varies with leadership style. It means that with each and every leader the employee strength will vary Zafra, Retamero, & Landa, (2008). The major factor of employee strength is his/her ability to get results. Organizational goal can achieved with help of employee strength.

Supporting employees is an important indicator for making them strengthen and make them able to achieve organizational objectives. Fatima Bushra Ahmad Usman and Asvir Naveed (2011) describes that transformational leadership is initiative for employee strength by motivating employees with soft manner and making them ready to get results. Developmental initiative in organization motivates employees and makes them strong for new developmental task Oshagbemi (2003).

HR Practices

Organizations normally use Training & development and Performance Management as human resource management.

The study of Mohsin (2010) describes that training and development conducted for the skills enhancement of employees. Training helps employees to make them stronger and strengthen in their field of action. Good training programs can enhance the interpersonal skills of employees Chiaburu and Tekleab (2005). Tzafirir (2005) performance management in organization plays a very vital role. Employee performing and rewarding leads their ability to get results more quickly and efficiently. A good rewards system can enhance the motivational level of employee and strong motivation can lead employee strength.

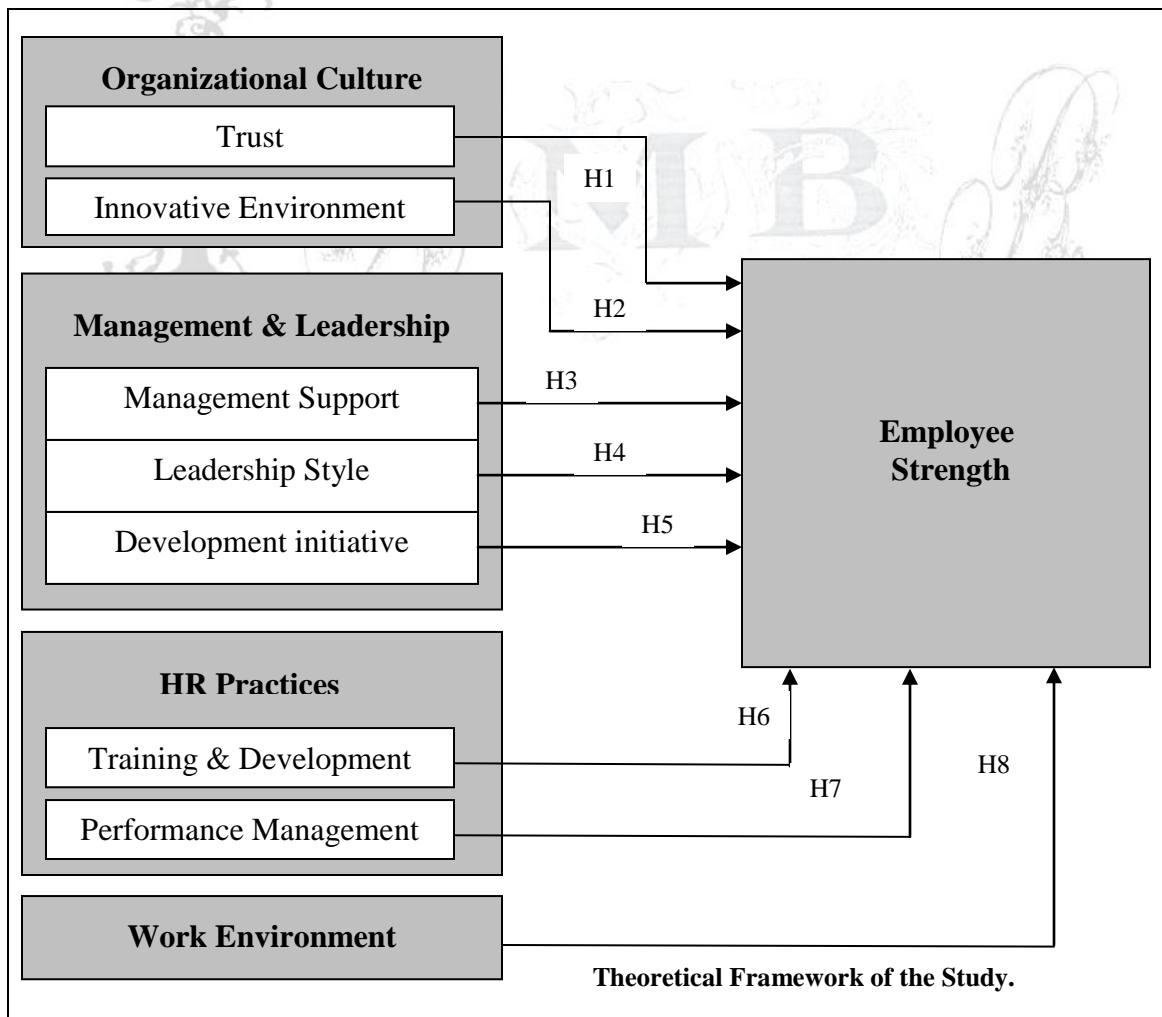
Work Environment

The working environment of an organization is an important factors for the success of that company. Azka et al (2011) describe in their study that a good working environment increase the morale of employee and

they become more strengthen for their work. Hoogh, Hartog & Koopman (2005) highlight in the study that working environment is an essential factors for employee satisfaction. Female avoid those places where they do not feel working environment positive. A good working environment avoids the factors like stress, anxiety and dissatisfaction. So from their study it can be concluded that if an employee do not have these factors so they become more strengthen for the working activities in an organization Rowden and Conine (2005). The study of Chang and Hancock (2003) describe that a good working environment reduce work stress. Work stress significantly influence the performance of employees describe by Owais, Zafar, Gohar and Shahzad. Their study describe that work related stress has a strong influence on their productivity. Greater stress cause employee performance reduction. The study of Chiang and Jang (2008) describe that good work environment create motivation in employees and motivation lead employee strength. Bono and Judge (2003) describe in their study that work environment bring positive or negative motivation in working employees which can either lead employee strength or employee weakness.

Theoretical Framework of the Study

Research consists of the following research framework. Research has dependent variable in shape of employee strength. While there are eight independent variables of this study. Employee strength dependent upon Trust, Innovative environment, Management Support, Transformational Leadership, Development Initiative, Training & development, Performance management and working environment. Below figure shows the theoretical framework of the study showing the dependent and independent variables of the study.



On the basis of above eight independent factors were identified who make employee strength. On the basis of these variables eight hypothesis have been developed shown in table 1.

Hypothesis of the study

On the basis of theoretical framework of the study following eight hypotheses has been developed.

Objectives	Table 1 Hypothesis
Relationship between Employee strength and its determinants.	<p>H:1 There is a positive relationship between employee strength and Trust.</p> <p>H:2 Innovative environment has a positive impact on employee strength.</p> <p>H:3 There is a positive relationship between management support and employee strength.</p> <p>H:4 transformational leadership has an impact on employee strength.</p> <p>H:5 Development initiative has a significant <i>impact on</i> employee strength.</p> <p>H:6 There is a positive relationship between training and development and employee strength.</p> <p>H:7 Performance management has an impact on employee strength.</p> <p>H:8 Working environment has a significant <i>impact on</i> employee strength.</p>

Research Design

Data collection

The data collection for analysis and review includes both primary and secondary data. The method used to collect Primary data include questionnaires, from teachers of public and private universities teachers of Peshawar Pakistan. A structured five point lickert scale questionnaire was developed to measured the primary data. Methods used to collect secondary data, include, research papers, circular, newsletters, journals and internet.

Sample size and statistical tool

The data was collected through questionnaire from Universities teachers of public and private universities teachers of Peshawar Pakistan in such a way that it covers the issues related to the topic. Study use three public and three private universities teachers. Three private universities were Preston University, City University of science and information Technology and Cecos University. The public universities were Peshawar University, Kohat University and Numl University Peshawar Pakistan. The study use probability sampling for primary data collection. A sample of 150 respondents was taken through systematic random sampling. For the analysis purpose of the study Correlation and multiple linear regression used to find the significance between employee strength and independent factors of the study.

Socio Demographic Profile

Study shows that 78% of the respondents are male while 22% respondents are female. Only 34% respondents are married while 66% of the respondents are unmarried. Study shows that 13% of the respondents are in age of above 20 years and below 25 years. 46% of the respondents lie in the age range of 25-30. While only 21% respondents are in age range of 30-35. And 20% of the respondents are more then age of 35 years. Study shows that 43% of the respondents belong to public sector and 53% respondents belong to private sectors universities.

Results and Analysis

For the analysis part of this research SPSS 20 were used. The following results has attained after inserting the multiple linear regression.

After setting multiple linear regressions, the following results were acquired. In the table 4 adjusted R-square is showing that the dependent variable (Employee strength) is influenced 74.1% by independent variables (Trust, Innovative Environment, Management Support, Leadership style, Development initiative, Training and development, Performance management and work environment). Since R Square is close to one so it indicates that these variables has greater impact on employee strength.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.741	.733	.46727

a. Predictors: (Constant), Trust, Innovative Environment , Management Support, Leadership style, Development initiative, Training and development, Performance management and work environment.

The below table 3 of ANOVA explained that overall model is significant. Since the sig. value is less than 0.05 so it indicates that the model is statistically significant. It is clear that all the independent variables, that is, Trust, Innovative Environment, Management Support, Leadership style, Development initiative, Training and development, Performance management and work environment are connected to the dependent variable, that is, employee strength.

Table 3: ANOVA Result

ANOVA ^a						
	Model	Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	8.538	8	1.898	4.657	.000 ^b
	Residual	47.974	141	.245		
	Total	56.512	149			

a. Dependent Variable: Employee strength

b. Predictors: (Constant), Trust, Innovative Environment , Management Support, Leadership style, Development initiative, Training and development, Performance management and work environment.

Since significance value is $0.00 < 0.05$, we accept our hypothesis that there is a significant relationship between dependent and independent variables.

From below table 4 it is clear that each and every independent variable is significantly connected to employee strength. Table 4 shows that trust bring 13.8% change in employee strength with standardize coefficient $b=0.138$.

Table 4: Regression Co-efficient

Coefficients						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.489	.408		5.217	.000
	Trust,	.167	.013	.138	1.585	.000
	Innovative Environment	.139	.010	.215	3.496	.000
	Management Support,	.243	.010	.034	0.363	.000
	Leadership style	.413	.023	.405	2.278	.000
	Development initiative,	.013	.019	.091	0.126	.000
	Training & development	.178	.054	.037	1.572	.000
	Performance management Work environment.	.216 .345	.317 .079	.583 .396	1.173 1.789	.000 .000

a. Dependent Variable: Employee strength

Results shows that innovative environment bring 21.5% change in employee strength with standardize coefficient $b=0.215$. Management support bring only .03% change in employee strength with standardize coefficient $b=0.034$. Leadership style play an important role in making of employee strength with standardize coefficient $b=0.405$ which mean that leadership style bring 40.5% change in employee strength that good leadership style will increase 40.5% positive change in employee strength. Developmental initiative bring only .091% change in employee strength with standardize coefficient $b=0.091$. Training and development bring .037% change in employee strength with standardize coefficient $b=0.037$.

Findings of the study shows that Performance management play crucial role in employee strength with standardize coefficient $b=0.583$ which mean that it will bring 58.3% positive change in employee strength. Work environment contribute 39.6% change in employee strength with standardize coefficient $b=0.396$.

Conclusion

This study shows that there are certain factors which make employee stronger and then they become able to produce something. Study identifies that factor and finds their impact on universities teachers in public and private sectors. Employee performance and better productivity is purely dependent upon their strength. Research shows that among all variables, performance management is the key factor which contribute more towards employee strength with standardize coefficient $b=0.583$. Leadership style is the second key factor that contribute more towards employee strength with standardize coefficient $b=0.405$. So it is important for the education sector to emphasize on performance management and leadership style in order to make them strengthen for better productivity.

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