

Antecedents of Employee Performance: A Case Study of Pakistan Telecom Sector

¹Aneeqa Zreen, ²Muhammad Farooq, ³Mst Nilufar Yasmin

^{1,2,3}PhD Scholar, Linkokwing university of creative Technology

Corresponding Author: Aneeqa Zreen

Abstract: Good employee performance is pivotal for the performance of any organization. Employees are the backbone of every company. Organizations invest too much in their employee's training and development to increase their efficiency and effectiveness. Despite so much importance, there are very few studies covering the antecedents of employee performance in their own perspective. In this study, we have interviewed telecom employees to investigate the factors that impact their performance. After interviewing 95 employees from telecom sector of Pakistan, we have concluded that in general all employees of telecom companies are satisfied with their respective company training and development and care. In this study, it has been concluded the employee empowerment, job security, and financial benefits are key factors in the improvement of employee performance. Managers focusing on employee development should empower employees, it increases their interest and commitment to the job.

Key Words: Employee Performance, Employee Empowerment, Telecommunication, Organizational efficiency, Organizational effectiveness

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I. Introduction

Employees are the most valuable asset of every company. Development and destruction of any company depends on its employees. Employee performance, commitment and loyalty plays very important role in a reputation. It can uplift the company image and increase the profits (Brewster, 2017; Reed, 2017). The accomplishments or issues experienced by the organization are contingent to the performance of its employees (Mwema & Gachunga, 2014). Therefore, it is important for top management of an organization to recognize the significance of training and development on employee performance and evaluation. In this area training and development of employee performance, a large number of researches have been conducted but the organizational leaders are still facing many challenges and gaps in this regard. The aim of this article is to give a concept regarding employee training, development, performance and evaluation. Without any proper training, employees do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Training is the necessary at the work place. Without it employees do not perform their responsibilities properly.

Telecom sector in Pakistan is biggest contributor in developments in society. It has changed lives of people. Communication has become very easy after introduction of the 4G technology. A cell phone which was considered a luxury year ago now is need of every one. It is not being used for communication, but also for daily activities like shopping and sharing views on social channels (Buzdar, 2014; Buzdar et al., 2014). All these developments were possible because of the employees of telecom sector of Pakistan. For this study we have selected these employees because of their remarkable contributions and commitment with the industry and ambition to make a positive change in the society. There are four telecom companies in Pakistan. Top company is jazz, which has 54 million customers and around 5 thousand employees. It's being followed by Telenor which has 43 million subscribers and it has around 4000 employees.

Third largest company in Pakistan is china Mobile (Zong) which has 32 Million subscribers. 4th company Ufone has the least subscribers (18 million). It's very hard to keep 154 million customers happy and provide them a great experience (PTA Annual Report, 2018). So, in this study we have interviewed these employees to understand the antecedes of employee performance in Pakistan.

Organizations seek to be successful through discriminated programs, facilities, skills, and products However; such features want to be future, developed, implemented, programs, facilities, proficiencies, and produces. On the other hand, such elements need to be planned, advanced, implemented, and continued by well-trained individuals. Even though employee training and development could be a challenging task for many leaders, Organizations are investing a lot of money per year on employee training and development. This venture on employee training and development involves various content areas, such as obligatory, agreement,

administrative, supervisory, managerial development, customer services, sales, personal skills, and others. Employee training and development helps individuals at different levels in getting various goals. According to Elnaga and Imran (2013).

The purpose of this study is to realize the effectiveness of training on employee performance. Training is an organized process to improve employee's skills, awareness and competency to perform effectively on job. Unfortunately, the most of governmental, private organization and international organizations are not be familiar with the importance of training, how to rise the employee's efficiency and when the economy slows down or when profits decline, many organizations first try to find cuts in their training budgets. This will conduct to high job turnover and it's also increase the cost to hire new employees which can cause to low down the profitability of an organization. Past researches proved a positive relation between training and development on employee's performance. Training brings benefits for the employee and also for the firm by positively impacting employee performance through the improvement of employee's capabilities and behavior. Firms that focuses on shareholders and customer satisfaction realized the importance of investing in training, and thus recognizes the worth of employee development (Evans and Lindsay, 1999)

This research has following objectives.

- To examine the implication and importance of training
- To explore the relationship between Training and development and employee's performance.
- To develop instruction for evaluating the employee performance

II. Literature Review

Human resource management is an important pillar of any organization and it is also the main resource of every organization. So, organizations finance huge amount on the human resource investment because the performance of human resource will eventually increase the performance of the organization. Performance is a major multidimensional concept aimed to achieve results and has a strong link to strategic goals of an organization (Maita, 2000) according to Maita (2000) that performance is the key element to attain the goals of the organization. performance increases the effectiveness and efficiency of an organization which can helpful for the attainment of the organizational objectives. Here the question arises that how an employee work can more effectively and professionally to increase the growth and the productivity of an organization (Kaiser Abbas and Sara Yaqoob). There are many elements which improves the work of the employee such as flexible development, training etc.

It is very essential for an organization to design the training very carefully (Michael Armstrong, 2000). The training should be designed according to the needs of the employees (Ginsberg, 1997). The organizations that develop a good training design according to the needs of the employees as well as to the organization always get good results (Partlow, 1996; Thani e t al., 2000; Boudreau e t al., 2001). It seems that Training design plays dynamic role in the employee as well as organizational performance, but the bad training design is nothing except loss of time and money (Tsar and Lin, 2004).

On the job training can also very helpful for employees to get information about their job in a better way (Deming, 1982). People learn more by their practical experience as compare to bookish knowledge. On the job training decreases cost and saves time (Flynn e t al., 1995; Kayak, 2003; Heras, 2006). It is very fruitful for organizations to arrange on the job training for their employees because its affective and time saving (Ruth Taylor e t al., 2004). If an organization conducts on the job training for their employees it is good for both organization and employees as well they learnt in a practical way (Tom Baum e t al., 2007).

The other main thing is delivery style in training and development (Carlos A. Primo Braga, 1995). Employees are very aware about the delivery style Michael Armstrong, 2000). If the delivery style is not impressive then trainer does not get attention of the audience it means he is waiting the time (Mark A. Griffin et al., 2000). It is very essential for a trainer to engage his audience while the training session (Phillip seamen et al., 2005).

It is very hard for an employee to perform well without any pre-training (Thomas N. Caravan, 1997). Trained employees perform well as compared to untrained employees (Partlow, 1996; Thani e t al., 2000; Boudreau e t al. .2001). It is very necessary for any organization conduct trainings for their employees to get overall goals of the organization in a better way (Flynn e t al., 1995; Kayak, 2003; Heras, 2006). Training and development improve the overall performance of the organization (Shepard, Jon e t al., 2003). Human resource management is an important pillar of any organization and it is also the main resource of every organization.

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Kayak, 2003; Heras, 2006). All organizations should improve its employees according to the need of that time and for the betterment of the organization so that they could compete with their competitors (Carlos A. Primo Braga, 1995).

Training and development is helpful not just for the organization itself but also to the employees. On the one hand, training and development leads to improved profitability and/or more positive attitudes toward profit, improves the job information and skills at all levels of the organization, improves the morale of the workers and helps the employees identify with organizational goals (Sims, 1990).

III. Research Methodology and Framework

Training and development is the independent variable and employee performance is the dependent variable. These two variables have been selected to see the relationship between these variables and also to see the impact of training and development on the employees' performance.

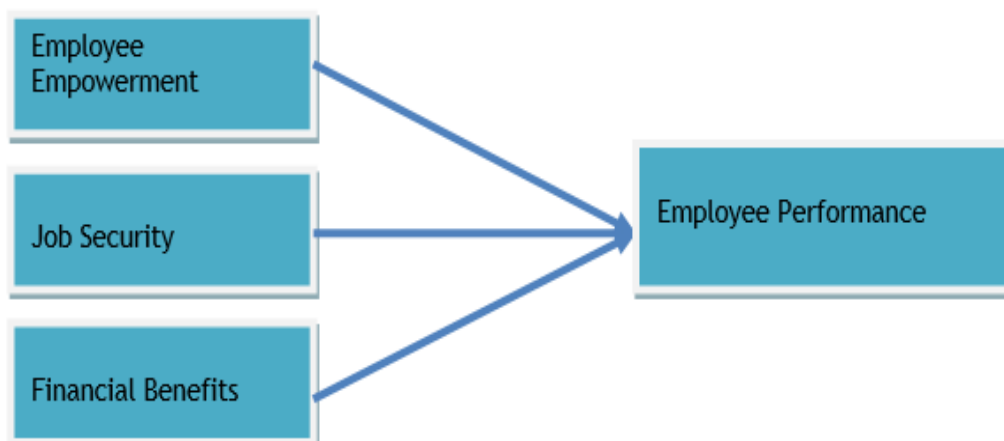


Figure 1 Theoretical Framework

Table-4 Ufone Employee Reviews

V. Conclusion and Discussions

After analysis of 95 employees interviews & detailed literature go through it has been concluded that employee performance has a positive relationship with all three factors. Employee engagement, job security and financial benefits of employees. It has been observed that if employees feel engaged they perform very well. Most the employee while interviews told us the they feel connected with their companies. It has been observed the all telecom companies preferably stay connected with their employee via email. HR staff also send them gifts and emails on their birthdays. On bigger projects employee's contribution is acknowledged. Employee of jazz feel more engaged compared to the employees of Ufone. There in this study its recommend to the managers that they should often communicate with their employees. Its both beneficial for employees and company performance. A satisfied employee will always create satisfied customer. A satisfied customer will purchase more and purchasing more will create revenue for the company. Hence employee engagement and satisfaction are crucial element for the companies.

Dynamics of the business are changing day by day; technology expertise and skills are very important for employees to cope up with the new requirements. Beside hassle of learning new technologies and skills some time people in the organization feel less secure. Less security can be because of persons own performance. It can be because of the company performance. Employees have sometime threats that there can be any downsizing in the organization. Keeping in view these elements we have selected another valuable job security. In our interviews as shown in Table 1,2,3,4 that people who feel secure perform very well. This study is very beneficial for HR of these telecom companies to cover both aspects of employee security. In terms of skills training can be provide to the employees. In terms of the rumors coming from either internal environment or external environment companies should communicated with the employee on regular basis to answer the security related issues. Uncertainty can be a great factor for employee's lower performance. While interview some of the Ufone employees told us about the recent news of the news of selling Ufone to ZONG or Telenor has impacted them a lot.

Third variable was test was the financial security, the salaries these companies offer. It has been observed that the salaries which are offered in these companies are better than other companies in Pakistan. In general telecom employees are satisfied with the salaries, there are two categorize in the employees one is permanent and other is outsourced. Outsourced employees feel less attachment with the company. Permanent employees are rewarded with benefits like provident fund and graduate which are not given to the outsourced. Employees told us that these factors impact more on our performance, because of any person feeling secure from financial side will perform well. These companies put a lot of effort to keep their customers satisfied. It is suggested for the managers to e and consider all three employee performance improvement factors, employee engagement, job security and financial security.

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