

Factors Affecting the Performance of Professionals in India

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Abstract: *The main aim of the study is to identify and measure the various factors affecting the performance of the professionals/working staff. There are no. of factors identified and analyzed that negatively and positively affect the performance of professionals/employees that are strongly associated with improvement of performance in order to suggest strategies for monitoring and improving their performance. The study focused on analyzing the organizational factors by means of a structured questionnaire. The result of present study indicates that stress and burnout are the major factors that influence on employees performance. But for the better performance of employees the factors like performance appraisal, promotion, training, career advancement opportunities, management support, cooperation, leadership styles, good working environment, organizational culture and structure played a vital role. Strategies recommended to reducing the shortcomings such as Performance appraisal is a crucial function of performance management and vital method for assessing the outcome of individual contributions to an organization.*

Keywords: Organizational Factors, Performance, Professionals

1. Introduction

The organization consists of a set of resource employed in a productive way to generate wealth and resource of the organization as building, equipment, skills and competencies of employees, procedures of norms, culture and value etc.³

Performance: Means the actual conduct of activities to meet responsibilities according to standards. It is an indication of what is done and how well it is done.

Organizational development has certain factors that improve sustainability on basis of effectiveness. The improvement in productivity leads to employee commitment as norms, values and objectives helps in improving culture of an organization. The system of organization is based upon effective establishment of culture that keep learning environment strong. The performance of employees improves by establishing of strong culture of an organization.

The employee performance would be considered as backbone organization as it leads to its development effectively. The loyalty of employee relies on knowledge and awareness of culture that improves behavior of organization. The values and norms of employee based upon management identification that helps to improve employee performance. The awareness of quality helps in improving organizational and employee development.

Organizational factors that are linked to the day-to-day environment in which health workers carry out their duties and which may affect the level of performance include aspects of internal organizational structure such as clearly articulated goals, the human resources management style, information with regard to norms and standards, and support to the employee. Issues such as delegation of authority, autonomy in undertaking tasks, supervision, systems of feedback, and availability of resources also affect staff motivation.³

Factors that affect the performance of Professionals/ Employees⁴:-

These are:-

Positive factors: Motivation, Training, Leadership, Appraisal, Peer pressure & Management support.

Negative factors: Organizational Culture, Organizational structure, Workplace violence, Stress and burnout & Working Environment.

2. Review of Literature

Organizations performance is process to enhance both the effectiveness of an organization and the well-being of its member through planned interventions. One of the three key points of the organizational development will which lead to organizational performance are when many of organization development effort to increasing organizational learning, with the intent of then impacting organizational performance.

2.1 Different factors affecting performance of professionals

Organizational Culture according to Schein, "Organizational Culture is the pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal.¹³

Different kinds of cultures have been defined as:-

- 1) **Counter Culture:**-The values and beliefs of organization culture which were shared among different management departments and managers were forced to gain advantage from them come under countercultures.¹⁰
- 2) **Sub Culture:**-Subcultures have been defined as organization segments with different sets of norms, values and beliefs on basis of geographical areas, job requirements and department goals.¹⁴

- 3) **Strong Culture:** - The same type of values and beliefs which an employee holds in culture must be considered strong. The beliefs and values of organization were considered strong when employee embraces greater part of culture.⁷
- 4) **Weak Culture:**-The loosely knit organization cultures that helps in pushing thought, attitudes and beliefs of individuals to be more innovative. The valuable asset contributes to growing needs and wants of culture management.⁷

Organizational structure according to Dow, "Organizational culture is defined as a relatively stable, either planned or spontaneous, pattern of actions and interactions that organization members undertake for the purpose of achieving the organizations goals.

Workplace violence is any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site.⁶

Stress according to Oxford Dictionary, "Stress is a state of mental or emotional strain or tension resulting from adverse or demanding circumstances

Burnout according to the Merriam Webster Dictionary, burnout is defined as exhaustion of physical or emotional strength or of motivation usually as a result of prolonged stress or frustration.

Leadership revolves around vision, ideas, direction, and has more to do with inspiring people as to direction and goals than with day-to-day implementation. A leader must be able to leverage more than his own capabilities. He must be capable of inspiring other people to do things without actually sitting on top of them with a checklist."³

Motivation: motivation to be proactive in the sense of; in dealing with employees who are high performers, motivation is essential, otherwise their performance will decline or they will simply leave the job.⁹

Training: The developing process of employees' skill in order to improve the performance is called training. Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively.²

Working Environment: Higher job satisfaction and lower intentions to leave were found for those individuals whose work environment accompanied the creative requirements of jobs. Enhancing the creative performance of employees has been recommended as dire for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization.⁵

2.2 Factors Associated with Employee Performance:

Job Stress: - In his earlier literature, it is mentioned that job stress is produced when one cannot properly coordinate available resources and job demands with personal abilities. He describes that job stress is derived from a situation of job environment that poses threat to an individual.

Motivation:-Motivation defined as the willingness or desire to do something, conditioned by the activity or the ability to satisfy some needs.

Communication:- Communication refers to the act, contact or double interacts among the individuals in delivering information, meanings and understanding. Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success. The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom-line- as found in growing evidence linked with work productivity.¹²

2.3 The concept of organizational structure

There are many different opinions and definitions on organizational structure. Structure in one sense is the arrangement of duties use for the work to be done. This is best represented by the organization chart. In another sense, " structure is the architecture of business competence, leadership, talent, functional relationships and arrangement"¹¹

Structure is a basis for organizing, to include hierarchical levels and spans of responsibility, roles and positions, and mechanisms for integration and problem solving. Thompson said that " structure is the internal differentiation and patterning of relationships" . He referred to structure as the means by which the organization sets limits and boundaries for efficient performance by its members, by delimiting responsibilities, control over resources, and other matters.¹¹

2.4 The relationship between staff motivation and organizational performance:-

Employee satisfaction and motivation towards works refers to prospects of the employee about the organization and his approaches frontward his service. An internally satisfaction, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits.³

2.5 Role of leadership styles in effective performance:

Relationship between leadership style and organizational performance has been discussed often. Most research showed that leadership style has a significant relation with organizational performance, and different leadership styles may have a positive correlation or negative correlation with the organizational performance, depending on the variables used in the study.¹

2.6 The Relationship between Working Environment and Organizational Performance

The environment in work organization comprises several components of two major categories, namely, physical and psycho-social.¹⁵ According to Srivastava, numerous earlier studies examined the effect of illumination, temperature, noise, and atmospheric conditions on productivity worker. However no consistent relationship could be noted between

these components of physical work environment and performance.

2.7 Teamwork, errors, attitude, and work load:- Impact on performance

A systems approach, which focuses on the conditions under which individuals work rather than on errors by individuals, has been suggested to address health care errors. The goal is to build systems that avert errors or mitigate their effects. However, technologic solutions have limitations. Other components of the system also influence worker and patient safety, such as professional and organizational cultural factors (e.g., denial of vulnerability to stress) and interpersonal aspects of performance (e.g., lack of teamwork).³

3. Methodology

Survey type research was carried on 180 randomly selected employees who were working in Fortis Escorts Hospital, Amritsar. Research approach was adopted in this study included collection of information, opinions from doctors, nurses and other worker through well-structured questionnaire.

3.1 Inclusion Criteria

- 1) Employees working in Fortis Escorts Hospital, Amritsar.
- 2) Employees working for more than 6 months.

3.2 Exclusion Criteria

- 1) Employees working on temporary basis e.g. interns, job trainees.
- 2) Employees working for less than 6 months.

Procedure

Those subjects were chosen who fill questionnaire themselves. They were asked to read the questionnaire thoroughly and clarify before making the options and they were asked to clarify if they had doubt in any question. Questionnaire filling procedure and objective of the study were explained to each subject and their informed consent was taken on questionnaire provided to them individually.

4. Results and Discussion

This study was conducted on 180 employees of Fortis Escorts Hospital, Amritsar working in different areas of hospital to find the organizational factors that affect the performance of professional/employees.

Higher percentage of professionals (86%) belonged to age group 20-29 years and 12% belonged to age group 30-39 years and 2% were above 40 years. Out of which 53% were females and 46% were males. 69(38%) of professional nurses and 51(28%) doctors were involved in this study. 25(14%) housekeeping workers and 10 or less than 10 employees were from other areas.

Table 1: Distribution of sample Qualification-wise

Qualification	Frequency
Doctor	51(28.3%)
Nurse	69(38.3%)
Administrator	7(3.9%)
Labworkers	10(5.6%)
CSSDworker's	9(5.0%)
Medicalrecordofficer	2(1.1%)
Food&beverages	2(1.1%)
Dialysistechnician	2(1.1%)
Dataentryoperator	3(1.7%)
Housekeeping	25(13.9%)

Most of employees (70%) were working more than 2-5 years in this hospital because they were satisfied with all the factors that affect their performance. Only a few (21%) had joined since last 6 months or less.

Table 2: Distribution of sample Experience-wise

Experience	Frequency
6months-1year	71(21.4%)
2-5years	91(70.3%)
5-10years	13(7.2%)
15yearsandabove	5(2.1%)

There was significant difference noted that unmarried employees having higher percentage (58%) and they were having less stress and less absent from the job and satisfied with their job. On the other hand, the married employees (42%) were not satisfied with their job and not given extra efforts to enhance their performance. (As shown in fig. 1)

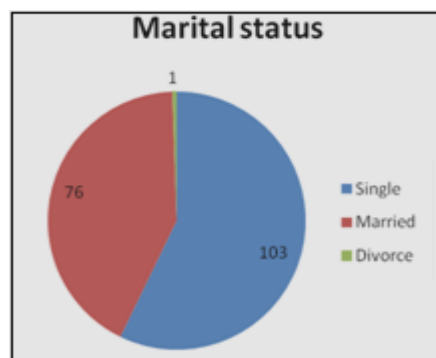


Figure 1: Marital Status

Study observed that stress and burnout is only factor that affected the performance of professionals (62%) and very less effect of other factors were observed. (As shown in Fig. 2)

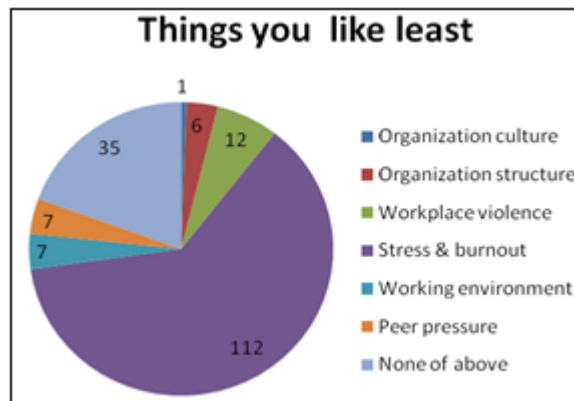


Figure 2: Things you like least

Study revealed that there were positive affect of other factors like co-operation, training and development. These were almost the similar effect on employees (above 40%). Majority of employees were satisfied with organizational culture and structure.(fig. 3)



Figure 3: Things you like most

After surveying 180 employees it was concluded that performance appraisal played a very important role for higher level of their performance. Performance appraisal result was utilized by given promotion to employees and motivated them. Career advancement opportunities were also existed in the hospital because study results revealed that 80% employees given positive feedback. Majority of employees satisfied with the performance appraisal.(fig. 4)

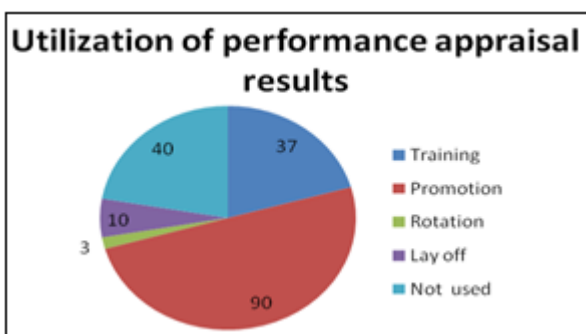


Figure 4: Utilization of Performance Appraisal results

Study shows that half of employees were satisfied with their remuneration and their performance level was also at higher level. It was also noticed that there was a good relationship between managers and employees.(as shown in fig. 5)

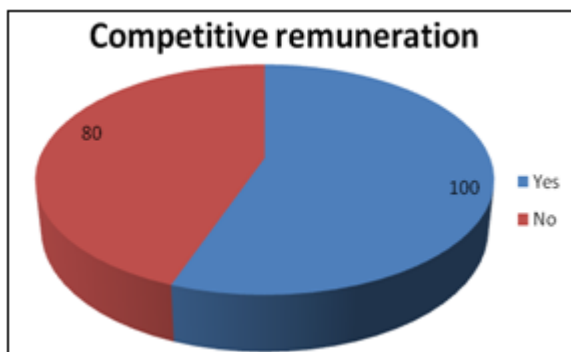


Figure 5: Competitive Remuneration

Study observed that fringe benefits were given to employees to gain their higher level of performance at work place and enhance their morale.

Research resulted that there was not any difficult task for professionals. Sometimes managing conflicts was the most difficult task for the professionals. Almost of employees stated that they were seeking new challenges in the hospital.(fig. 6)



Figure 6: Most difficult Task

It was also noticed that there were a great co-operation between different departments. They helped each other when needed.

Majority of employees (97%) were satisfied with the organizational culture. They don't left the organization when chance to work on same remuneration in other hospital because they were satisfied with organizational culture. Only 3% were not satisfied with the organizational culture.(fig. 7)

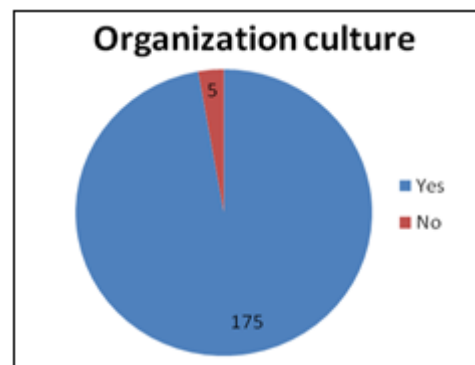


Figure 7: Organisational culture

5. Conclusion

The result of present study indicates that stress and burnout are the major factors that influence on employees performance. Other factors played a little role in their performance. But for the better performance of employees the factors like performance appraisal, promotion, training, career advancement opportunities, management support, cooperation, leadership styles, good working environment, organizational culture and structure played a vital role.

Strategies that recommended to reduce the shortcomings such as performance appraisal and management. Performance appraisal is a crucial function of performance

management and vital method for assessing the outcome of individual contributions to an organization.

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5. Future Scope

Future scope of the study is to Standardization of care by describing what is the expected or desired performance. Data is very consistent, precise and reliable. Helping the organization to identify the strength and weakness of the employees but also has an opportunity to give some recommendations for further improvement. Provide more detailed information regarding all the factors that influence the performance.

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