Factors Influencing Employees' Performance at Workplace. An Integrated Perspective

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Abstract
The employee satisfaction and retention are the key factors for the attainment of organization goals and objectives. No one can measure the level of satisfaction an individual get why he/she performs his or her work. But there are factors which directly or indirectly affect the satisfaction and performance level of employees at workplace. Organizations that produce work environment that attract, motivate and retain hard-working individuals will be more successfully positioned to succeed in an unpredictable business environment that demands cost-efficiency and quality. Employee performance is a behavior that can be valued in terms of the scope to which it contributes to organizational effectiveness. Taking into account the importance and sensitivity of the issue of employees' performance to any organization, this paper tries to review the various available literature and research work on employee performance and the factors influencing employees' performance at workplace. The study is also an attempt to review the strategies adopted by different organizations to improve the

performance level of employees which are based on a well districted human resources management.

Keywords: performance; employees; factors; job satisfaction; human resources management.

Introduction

Employees are the life-blood of an organization. Even though most of the organizations are nowadays technology driven in modern business management, employees are still relevant and the most suitable resources of the organization (Anyim, Ikemefuna and Mbah, 2011; Das and Baruah, 2013). The strategic values of employees stem from the fact that apart from other resources employed in the course of production (land, capital, technology etc) which are passive, employees are provided with discretionary decision-making power and thus have competitive advantage over the other resources. Therefore, they are the most essential and dynamic resources of any organization. This supports the assertion of Stem (2000) who posits that employees are vital for organizational excellence and they act as the main factor for achieving expected organizational objectives.

Iskandar, Ahmad and Martua (2014) posits that with the unknown business environment and degree business competition, the organizations are required to reach certain standards by improving their performance to align with such great demands; otherwise, a lot of problems will appear, including the risk to close down the business. This performance relates to the firm or individual level which sees the employees becoming the most determining factor to achieve the organization's objectives. An employee working in an organization has some expectations and needs which are to be fulfilled by the management. Therefore, it is the moral abrogation of the management to satisfy the prospects and needs of its employees, otherwise the performance level of employees will be affected by many factors. The factors which have direct impact on the performance of employees at workplace are: working environment, job stress, motivation, leadership, training, manager's attitude, job content, financial rewards, administrative practices, communication, promotion etc, therefore, for an organization to accomplish its goals, earmark strategies for employees' retention is sin-qua-non for enhanced performance. The purpose of this study is to review the various available literature and

research work on employees' performance and the factors influencing the level of performance among employees at workplace.

Literature Review

The Nature of Performance

The issue of performance in organization has been subject of discourse among social scientists from a wide range of disciplines as it is being used synonymously with productivity, efficiency, effectiveness and more recently, competitiveness (Cooke, 2000). Azreen (2011) affirms that performance is a function of capacity (ability, health, intelligence, education, etc), willingness (motivation, job satisfaction, status etc) and opportunity to perform (tools, equipment, working conditions, co-workers and leader behavior, etc). Chinowsky (2008) also argued that performance is a function of ability and motivation. Kamande and Gachunga (2013) recognized that performance is related to the extent to which an employee or organization is able to achieve assigned tasks and how the accomplished tasks contribute to the realization of the organizational goals. Similarly, Lebans and Euske (2006) see performance as a set of financial and non-financial indictors which offer information on the degree of accomplishment of objectives and goals. Dockery (2013) identified five core driving force of performance in an organization: a core driving force of creating happiness; the right people in the right roles; an effective strategic plan and implementation; continuous improvement of leadership and management capabilities, as well as continuous improvement of business practices based on customers' needs.

Employees' Performance

The term employees' performance is interchangeably used as job performance, employees' productivity, employees' efficiency and employees' effectiveness. Gitman and McDaniel (2005) defined employees' performance as employees' contributions to the organization, arising from the job objectives, schedules, deadlines, product/service requirement. Daft (2008) see employees' performance as employees' inputs. It is also seen as the level to which employees' exhibit proficiency in activities that are formally recognized as part of their jobs and which contribute to the organization's technical core either directly or indirectly. Similarly, Ikyanyon and Ucho (2014)

describe employee performance as the behavior individuals engross themselves in, or produce that are in line with, and contribute to an organization's goal.

Organizational performance is a sign of the capacity of a firm to efficiently realize independent goals (Venkatraman and Ramanujam, 1986). One of the elements that are assessable is the employees' performance through the level of their productivity. Researchers have been introducing various methods to measure organizational performance (Prajogo, 2007; Wong and Wong, 2007). This includes the quality, quantity, knowledge or creativity of individual, towards the accomplished works that are in harmony with the responsibility during a specific period, in other words, the appraisal systems that must have some standard magnitudes that can be relied upon. This is why Madan and Bajwa (2016) sees employee performance as the realization of work effectively and efficiently with proper utilization of resources according to decreed standards and is evaluated by supervisor. It may interest you to know that employee performance is more of actions rather than feeling derive from job and thus encompasses the efficiency and effectiveness that employees exhibit in carrying out task in the workplace. Review of extant literatures has shown that high performance organizations are more likely to survive and compete favorably in this ever changing and competitive business environment (Saari and Judge, 2004). Added to the foregoing is the fact that they are more likely to have higher customer satisfaction and market share. However, in achieving this, the organization needs not only highly motivated, but also satisfied and psychologically balanced employees to increase performance and productivity.

Onasanya (1999) posited that employees' performance could be measured using their ability to organize their work properly, level of knowledge and skills, attitude and behavior to work, the time management ability, decision making process, level of creativity, the ability to communicate properly and appropriately, the ability to handle men (staff and customers), good human relations and leadership role, amongst others. This covers both objective and subjective criteria. Rakos (2014) identified seven ways to measure employees' performance such as: level of punctuality to work (whether or not the employee is a perpetual latecomer to work); the quality of work of the employee (if he/she completes jobs on time and the expected quality/standard); personal habits displayed at work (whether he/she

uses work time to engage in gossips and unauthorized breaks); employees work attitude (if the employee is the type that exhibit insubordination and go against the organization's policies or not); client survey (checks to identify how an employee's contribution leads to the satisfaction or not of customers/clients); random checks (occasional checking of vital records to work of an employee), and personal presentation (the way an employee presents himself or herself both in dressing and manners, if it positively or negatively affects the image of the organization).

Factors influencing Employees' Performance

Chowdbury (2011) recognized that the performance of an organization is entirely driven by the performance of its employees. And if the determinant of corporate performance is not the employees, what is? Is it strategic intent or core competencies? Is it manufacturing, technologies or the best equipment? Or a visionary C.E.O? He went on to answer the questions by saying "yes it is all of these things", and that all of these things are created and constantly improved by employees. Madan and Bajwa (2016) stated that employees' performance is not determined by a single factor, but there are lots of factors such as stress, training, motivation, leadership, emotional intelligence and working environment. Hussain, Sardar, Usman and Ali (2012) found that factors such as job satisfaction, training, job embeddedness, flexible work arrangements, career development, organizational values and beliefs, organizational support, job involvement, job content, status, work-life balance, promotion, respect and recognition, relationship with immediate boss, financial rewards have a direct influence on employees' performance at workplace. Saeed *et al* . (2013) found that factors such as manager's attitude, organizational culture, personal problems, job content and financial rewards have a direct influence on employee's performance. Iskandar *et al.* (2014) also found that factors such as job stress, motivation and communication have a direct influence on employees' performance. Asim (2013) identified rewards, promotion, training and employee empowerment as the major factors influencing employees' performance.

In the view of Awan and Tahir (2015) employees' performance could be improve by factors such as good working environment, employees goal orientations, the quality of leader-member exchange, the outcomes of job performance and job satisfaction. Other factors

such as team building, employee participation in decision-making, flexible working hours, opportunity for growth, organizational justice and prestige, trust, social environment, leadership style and job security have an indirect influence on employees' performance. Together, these suggest a set of workplace norms and practices that might be taken as inviting employee engagement and retention. Indeed, there are many of factors which are responsible for employees' performance at workplace. The studies in this area are segmented and either one or few factors have been understudy. This paper incorporates all this segmented work into an integrated conceptual model which would help organizations to take care of numerous factors that influence employees' performance instead of one or two of them. For the purpose of this study, the following factors influencing employees' performance were examined as shown below.

Training

Training is said to be a practical education which can be used to advance skills, experience, knowledge and to subdue inefficiencies. Goldstein (1980) affirms that training is a systematic attainment and development of knowledge, skills and attitudes required by employees to adequately perform a task or job, or to improve performance in the job environment. Onasanya (1999) sees training as a form of specialized education aimed at giving the trainee a particular or specialized knowledge, skill and ability which he/she must possess to effectively perform in a given position. Therefore, employees' performance is directly based on the function of the training.

Training helps create good result in employees' performance, that is, if training is good, performance is also good. Aigbepue and Mammud (2012) study revealed that one of the importance factors in employees' performance is investment on employee training and career development. Employees having access to training and development programmes are critical in facilitating growth of an organization particularly with technological improvements and performance. Overtime, organizations have been embarking on training and capacity building for their employees so as to advance employees' productivity or improved job performance and then invariably, overall performance of the organization (Malaolu and Ogbuabor, 2013). Workplace learning and continuous improvement are now considered essential for an organization to remain competitive (Loosermore, Dainty and Lingard,

2009). The place of employee training cannot be overemphasized. Some of its benefits are increased job satisfaction and morale among employees, increased employee motivation, increased efficiencies in processes resulting in financial gain, increased capacity to adopt new technologies and method, and reduce employee turnover (Aigbepue and Mammud, 2012). Similarly, Malaolu and Ogbuabor (2013) identified some of the advantages of employees training: building effective, efficient and well-motivated team, the knowledge and skills of employees are adapted to new technologies and other organizational change. Adeniyi (2002) further stated that training reduces employees' attrition, creates chances for the promotion of employees to replace those who have left the organization and promotes goal congruency, but lack of training increases absenteeism rate, low output, poor quality and results in high unit cost.

In addition to the foregoing, Asim (2013) conducted a study in education sector of Pakistan and found that there is a positive relationship between performance and training. His study revealed that training impact positively on employees' performance. Kayode (2001) found in his study that employee training increase productivity, improve quality of work, and reduces waste, accidents, lateness, absenteeism and turnover. From the foregoing, we recommend that organizations should consider training as one of the key to maintain a competitive advantage in the today's constantly changing business environment.

Job Stress

French (1975) stated that job stress is produced when one cannot properly coordinate available resources and job demands with personal abilities. He posits further that job stress is derived from a situation of work environment that present threat to an individual. The potential job stress could arise from three aspects such as environment, organizational and individual (employee) factors. Moreover, job stress has been known universally as a social problem (Mizuno, Yamada, Ishii and Tanaka, 2006) which has a combination of factors that interrupts the workers physically and psychologically (Lu, 1997) and affects their healthcare as a whole (Conway et al., 2008). This is in line with the studies that have been conducted on the effect of job stress in terms of medical matters such as heart disease, gastroenteritis, sleep disorders among others that will decrease the rate of job performance, and the increase rate of absenteeism and job displacement (Poissonnet and

Veron, 2000; Mcvicar, 2003; Muecke, 2005; Mitoma *et al.,* 2008). However, Iskandar *et al.* (2014) affirms that a small amount of distress can bring about an increase in personnel's efficiency, while too much pressure results in negative mental and physical changes. Therefore, the possibility of stress affecting one's performance is great. Madan and Bajwa (2016) analysis bankers who are always under a great deal of stress due to many presumptions of stress such as work overload, role ambiquity, role conflict, responsibility for people, lack of feedback, organizational culture and climate and keeping up with rapid technological change among others. Therefore, employees are exposed to a range of stressors both at work and in their personal lives which ultimately affects work performance and overall organization performance. Armstrong (2009) affirms that "there are four main reasons why organizations should take account of stress and do something about it. First, they have the social responsibility to provide a good quality of working life; second, because excessive stress cause illness; third, because it can result in an inability to cope with the demands of the job which of course, creates more stress, and finally, because excessive stress can reduce employee effectiveness and therefore organizational performance".

The Work Environment

An enabling, supportive and inspirational work environment brings about experiences that impact on engagement by influencing how people regard their roles and carry them out. According to Miller, Erickson and Yust (2001), employees get benefited by work environment that provide sense of belonging. Armstrong (2009) affirms "that an enabling environment will create the condition that encourages high performance and effective discretionary behavior. These include work processes, equipment and facilities, and the physical conditions in which people work. Therefore, a supportive environment is one in which proper attention is paid to achieving a satisfactory work-life balance, emotional demands are not excessive, attention is paid to providing healthy and safe working conditions, job security is a major consideration and personal growth needs are taken into consideration".

A strategy for increasing engagement through the work environment will be generally concerned with developing a culture that encourages good attitudes to work, promoting interest and excitement in the jobs people do, and reducing stress. The work environment consists

of the system of work, the design of jobs, working conditions and the ways in which people are treated at work by their managers and co-workers. That is, welfare at work exists when people are happy with their lot-what they do, how they are treated and how they get on with others. The well-being of employees depends on the quality of working life provided by their employers - the feelings of satisfaction and happiness arising from the work itself and the work environment.

Motivation

One of the difficult tasks of an organization is that of motivating its employees. For managers and non-managers that means to execute the work assigned to them in a manner that meets or surpasses likely standards of performance they must be motivated. To do this effectively, many methods have been designed and used to encourage employees to put fort their best effort. Below are some of those most commonly used in our organizations: (a) A variety of formulas intended to relate pay to performance; (b) Provisions for security on the job and during the later days of retirement; (c) Praise and reproof; (d) Recognition in the form of special awards or promotion etc. The existence of so many different approaches to motivation suggests the complexity of the problem. Many factors are able to motivate employees; some of the factors are normally part of the organizational situation and independent variables, which can be controlled to some extent by the organization. Other factors have their origin in the employees' home or community, and are beyond the organization's control.

The employee motivation is very important. In fact, it is one of the most important and substantive factors for the achievement of employees, and ultimately the organizational objectives and goals (Berman, Bowman, West and Wart, 2010). Ololube (2006) affirms that intrinsic or extrinsic type of motivation is very necessary in the lives of workers because they form the key reason for working. It represents the complex forces and needs which provide the energy for an individual to perform a particular task (Ekerman, 2006). Motivation is a drive that helps employee to work effectively and be committed to his organization. Motivation can be positive or negative, but is the duty of the management to motivate its employees so that they perform to their fullest potential (Madan and Bajwa, 2016). Motivation increases the job involvement by making the work more meaningful and interesting as

well as the fact that it keeps the employees more productive and improves their subsequent job performance (Kamery, 2004; Ekerman, 2006; Ahmad *et al.,* 2014). In Nigeria, factors such as higher pay, a prestigious title, a name on the office door, the acclaim of colleagues etc have a direct influence on employees' performance and these factors are analyzed in the literature as motivators. A motivator is something that influences an individual's behavior. It makes a difference in what a person will do. Managers must therefore not only be concerned about motivators, but also be innovative in their use.

Promotion

Promotion is a change of assignment to a job at a higher level in the organization. The new job always provides an increase in pay and status and demand more responsibility. Promotions enable an organization to utilize the skills and abilities of its human resources more effectively, and also the opportunity to gain a promotion serves as an incentive for good performance. The three principal criteria for determining promotions are merit, seniority and potential. Often the problem is to determine how much consideration to give to each factor. However, many organizations prefer to base promotions on merit as a way of rewarding and encouraging performance. Prince (2005) argued that competent employees are required for maintaining a competitive advantage and employees want career growth opportunities to develop and rise in their career ladder. Such plans include advancement plans, internal promotion and accurate career previews at the time of hiring. Asim (2013) found that there is a close and positive correlation between promotion and employee performance.

Promotion increased productivity, enhanced commitment and impact on the employees' psychological satisfaction. Here, employees feel as though their distinctive talents and abilities will not only be used in the organization, but will be enhanced and strengthened in a way that leads to expanded roles, responsibilities and opportunities. This implies not only that there is somewhere to go, but that the organization gets the most out of its people.

Reward and Recognition

Organizational performance depends to a large extent on the degree to which the members of the organization work towards the achievement of organizational objectives and goals. But the interest of

employee in an organization are not always aligned with those of the organization as a whole (Jensen, 1986). This may thus drive employees to behave in ways that hinder firm performance. Therefore, organization must have ways to reward, motivate and keep their employee. In other words, they must have well organized reward systems to pay their employee for the time and efforts put into their works to make sure the organizational objectives are achieved. Agarwal (1998) gave an explanation to the term reward as something that the organization offers to employees in response of the work, as well as performance, and something which is craved by the employees. In the view of Silvert (2005) reward is essential because it has an enduring impression on employees' which, in turn, gives the employees' an impression that they are valued in the organization.

In order to retain talented employees and reduce high rate of employee turnover, Armstrong (2009) suggested that "uncompetitive, inequitable or unfair pay systems should be dealt with, that jobs should be designed to maximize skill variety, task significance, autonomy, to ensure that they provide opportunities for learning and growth; encouragement of social ties with the organization; others include improvement in work-life balance; elimination of unpleasant working conditions like too much stress on employees; ensuring that selection and promotion procedures match the capacities of individual".

Leadership

Leadership is defined as a process whereby a manager influences a group of employees to accomplish a common goal (Northouse, 2007). Leadership can also be defined as the ability of an individual to influence others to work beyond ordinary levels to achieve goals. The basic element in these definitions is the ability or process of influencing people such that they strive willingly (work with seal and confidence) towards the achievement of group goals. Consequently, to lead is to guide, conduct and direct. Thus leaders do not stand behind a group to push and to prod; rather they facilitate progress and inspire the group to accomplish organizational goals. There are two types of leadership as explained here. Transformational leadership is concerned with developing a vision that informs and expresses the organization's mission and lays the foundation for the organization's strategies, policies and procedures. The transformational leader's uses strategies and techniques to empower the followers, enhance their self-efficacy

and change their values, norms and attitudes, which are consistent with the leader's vision.

Transformational leadership style seeks to improve the condition of the followers in order to effectively and efficiently achieve the goals of the organization. The transformational leader uses four forms of behavior such as inspirational motivation, individualized consideration, idealized influence and intellectual stimulation to influence others to work beyond ordinary levels to achieve group goals. However, a transactional leader is concerned with the allocation of resources, monitoring and directing followers to achieve a given task. The transactional leader influences followers through the use of rewards, sanctions and formal authority or position to induce followers' compliance behavior (Shukurat, 2012). Thus, the transactional leader presumes that the employee will not do anything except for a transaction in which the payment for service is large enough to motivate the individual to perform. In transactional leadership style, the individual does nothing out of a sense of loyalty and selflessness toward the organization, but only acts as a means of gaining payment.

Chung, Sue and Guan (2009) found that leadership style could affect organizational commitment and work satisfaction positively and organizational commitment and work satisfaction can affect employees' performance positively. Madan and Baywa (2016) forwarded the view that to engage the employees in the organization management should provide the skills to the employees through proper coaching, motivation, effective appraisal and leadership. According to Antony (1967), a good prince (leader) must be a wise observer of events and people, able to use both to his advantage. Not in an underhanded way but, like most successful managers, he should learn to take advantage of an opportunity when it arises. He should be able to sense the trends of the times and to adapt. He should be sagacious enough to distinguish between those nobles who are loyal to him and those who pursue only their own ends. History is full of instances of unsatisfactory performance in the absence of effective leadership and the excellent performances with it. A study by Toor and Ofori (2009) shows that "effective leadership is more like to bring about leader's effectiveness, willingness of employees to put in extra efforts, employees' job satisfaction, and an atmosphere for ethical leadership to flourish; which will ultimately leads to increased employees' job performance".

Trust

Is an essential issue in organizations because it has effect on employees' performance, and if broken is likely to has adverse effect. Employee trust in management will likely result to increase in employee compliance with organizational rules and regulations, facilitate the implementation of organizational change and improve employee contribution in terms of performance, intent to remain and civic virtue behavior (Robbinson, 1996). Trust is a sacred and emotional relationship between people; the expectation of faith that individuals have on the leadership (Darcy, 2010). According to Jones and George (1998), there are two types of trust: conditional and unconditional trust. Conditional trust is a situation whereby both parties are willing to transact with each other as long as each behaves appropriately and uses a similar interpretive scheme to defined situation. Whereas, unconditional trust is characterized by the shared values that structure the social situation and become the primary vehicle through which individuals experience trust. Similarly, Robbins, Judge, Millet (2008) identified three types of trust in organizational relationship such as deterrence based, knowledge based and identification based. Deterrence trust is based on fear of retaliation if the trust is violated. Individual act in accordance with what they say because of the consequence. Knowledge trust is based on the behavioral predictability that comes from a history of interaction. The identification based trust is on mutual understanding of each other's intentions and appreciation of the other's wants and desires.

Covey (1998) urged companies to examine the impact of trust on the bottom line in addition to profits, earnings-per-share, and other figures traditionally thought to determine the success of the company. Low levels of trust can result in organizational decay. And as relationships deteriorate, political strife, infighting and general inefficiency result within the organization. Shukurat (2012) affirms that organization with little or no trust have not basis for future success. Managers cannot separate the issue of trust from their business dealings. As Fulmer (2004) noted, ethics, values and trust are important issues to executives attempting to recover from a substantial downturn in the national and global economies. Therefore, trust is the foundation for constructive conflict, goal commitment, personal accountability, and achieving of collective goals.

Job Security

Abegglen (1958) cited in Das and Baruah (2013) revealed during the study of Japanese workers that employment features like lifetime employment and job security lead to job satisfaction, high commitment as well as retention of staff in an organization, which ultimately leads to increased in performance and total organizational performance. Study conducted by Davy, Kinicki and Scheck (1991) revealed that job dissatisfaction in the outcome of job insecurity among workers result to poor performance.

Relationship with the Immediate Boss

Having a "great and supportive boss is identified as one of the top five reasons of employees' retention and performance" (Bhatnagar, 2007). Brunetto and Farr-Wharton (2002) were of the view that proper supervision of the immediate manager increases the level of job satisfaction in the public sector employees. Similarly, Rashid (2013) affirms that the performance bar of the employees is raised positively if the manager's attitude is unblemished in monitoring them. Therefore, if the attitude of the manager is interactive and promising, then the employees will effectively and efficiently work for the betterment of the organization as a whole. It is necessary that the manager is fair and treats everyone equally without any form of discrimination.

Communication

Good communication greatly facilitates coordination in organization. On the other hand, poor communication is said to cause divorces, war, tribalism, business failure, and other problems too numerous to mention. Within any organization there are endless places where poor communication can be costly, if not disastrous. Studies have shown that managers spend the largest portion of their working day in communicating-speaking, writing, listening and reading. It is therefore not surprising that poor communication is often named the culprit when any problem arises (Magginson, 1969; Byars, 1977; Mc Farland, 1978; Fisher, 1980; Iskandar, Ahmad and Martua, 2014). Communication refers to the process of transmitting companies' policies and orders downwards, getting suggestions, opinions and feelings upwards and securing interest, goodwill and cooperation from employees (Magginson, 1967).

The essential of communication cannot be overemphasized in the organizations as applied to their ability to influence the bottom-line as found in growing evidence linked with productivity (Iskandar *et al.,* 2014). The attitudes and abilities for communicating can be attained if employees do not already possess them, by following six requirements: (a) have the right attitude; (b) have a reasonable command of the language; (c) have an adequate vocabulary; (d) be open minded; (e) be adaptable and eager to break bad habits; (f) have a thorough knowledge of the background of the problem or situation that leads to the necessity for the communication.

Participation in Decision-Making

It is very essential to include team members in the decision-making process, especially when decision will affect an employee's department or work team. This can help to create employee involvement and will also generate new ideas and perspectives that top management might never have thought of (Adegoke, 2013). Noah (2008) in his study revealed that "employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a good congenial working environment and contributes towards building a good employer – employee relationship". An empirical analysis identified a positive effect of employee participation (personal interaction, information sharing and responsible behavior) on retention and employees' performance (Khan, Mahmood, Ayoub and Hussain, 2011). Therefore, it would be difficult for an individual to leave a job and find other work, when involvement is provided by the employer. Participation in decision-making increases employees' involvement, which in turn influences employees' performance in a positive way.

Organization Values and Beliefs

Organizational values and beliefs is one of the non-monetary developing elements in influencing employees' performance. A study conducted in public accounting firms indicated that individual performance varies with organizational values and person-organization fit is important in defining employee performance (Chatman, 1989). Therefore, organizational values and beliefs are reflection of employees' performance.

Status

Many individuals are motivated by their status in the society, rather than by the money (Samuel and Chipunza, 2009). Huanh (2006) argues that respected employee status was found to have a serious influence on employees' performance. Therefore, employees' status enhances the performance of employees at workplace.

Job Content

A job is an organizational unit which could be a group of defined tasks or activities to be carried out. Therefore, any job requires creativity, enthusiastic environment and challenging goals to accomplish. If the job content is challenging and innovative, it will encourage higher performance or positive output on the part of employees. A survey of HR managers revealed that job content affect employee retention, commitment and job satisfaction, which ultimately enhances employees' performance at workplace (Vos and Meganck, 2009). It is obvious from the foregoing, that creativity and innovation enhance employees' performance. Factors such as job design, rotation, enlargement and enrichment are very essential when putting into consideration the effects of job content on employees' performance.

Sexual Harassment

The concern of sexual harassment is gaining increased recognition whether it is at workplace, home or educational institutions. It could happen to anyone, but women are the most targeted victims. However, "Offensive, embarrassing and humiliating are the words that are related to the unwanted and unwelcome behaviors of sexual natures, usually termed as sexual harassment which is becoming alarmingly common nowadays at workplaces" (Muhammad and Tayyaba, 2012). Most of the time, it badly affects the job performance. The experience of sexual harassment deeply affects an employee's psychological and physical well-being. At an organizational level this may result in decrease work effectiveness, decreased work productivity, high absenteeism, high turnover and low staff morale (Anila, Ambreen and Nasreen, 2010). Similarly, Chartered Institute of Personnel and Development (2005) posits that sexual harassment might result to illness, lack of commitment, increased absenteeism, and even sometimes resignation. Sczesny and Stahlberg's study of call centers (2000) revealed that satisfaction and employee performance are

extremely affected by telephone based sexual harassment. Therefore, it is obvious from the foregoing that sexual harassment have negative impact on employees' performance at workplace.

Other Factors

Other factors that may enhances or influences employees' performance at workplace are: organizational justice and prestige, effective administrative practices, personal problems, flexible work arrangement, job embededdness, emotional intelligence, work-life balance, career development and employee empowerment, social environment among others.
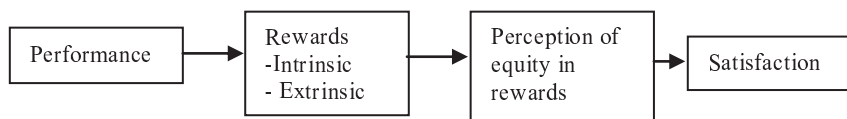
Employee Satisfaction and Performance

Psychologists have devoted time and effort to studying the effects of reward and punishment upon human behavior. In general, it seems that situations that reward a person are satisfying and those situations that punish a person are dissatisfying. More so, people have a tendency to prolong or return to satisfying situations and avoid those situations that are not satisfying. This line of reasoning is applied to the interpretation of morale as a factor in turnover and absenteeism. Thus people with high morale (a high degree of perceived satisfaction of needs through the total job situation) can be expected to continue their job with minimum amount of absenteeism, and those who quit or are chronically absent do so because the situation is not satisfying to them. Although this reasoning is plausible in explaining turnover and absenteeism, it does not follow that satisfaction with the job should or does result in a high level of job performance.

All individuals are simultaneously members of several social systems and the attainment of goals within each of these social systems serves to satisfying the needs of the individuals. High performance or high productivity is seldom a goal, but high performance or high productivity may lead to the fulfillment of a goal, thereby creating a feeling of satisfaction. In this case, performance is varying concomitantly with satisfaction (goal attainment), there is no casual relationship. In addition, "It is a commonly held and a seemingly not unreasonable belief that an increase in job satisfaction will result in improved performance. But research has not established any strongly positive connection between satisfaction and performance" (Armstrong, 2009). A review of the extensive literature on this subject by Brayfield

and Crockett (1955) concluded that there was little evidence of any simple or appreciable relationship between job satisfaction and performance. Armstrong (2009) argued that "it is not job satisfaction that produces high performance, but it is high performance that produces job satisfaction, and that a satisfied worker is not necessarily a productive worker and a high producer is not necessarily a satisfied worker. He further posits that people are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance. They may be even more satisfied if they are then rewarded by extrinsic recognition or an intrinsic sense of achievement. This suggests that performance improvements can be achieved by giving people the opportunity to perform, ensuring that they have the knowledge and skill required to perform, and rewarding them by financial or non-financial means when they do perform". Expectancy-based theories of motivation generally stipulated that satisfaction follows from the rewards produced by job performance (Vroom, 1964; Naylor, Pritchard and Ilgen, 1980). Lawler and Porter (1967) expectancy theories themselves, argued that performance would lead to job satisfaction through the provision of extrinsic and intrinsic rewards. Therefore, job performance has a significant casual effect on job satisfaction (Stumpf and Hartman, 1984; Darden, Hampton and Howell, 1989; Brown, Cron and Leigh, 1993). A model developed by Lawler and Porter tends to suggest that job performance leads to employee satisfaction. The model is show below.

Fig. no 1. Employee Satisfaction and Job Performance Model

Source: Lawler and Porter (1967)

The model shows that performance leads to job satisfaction, provided the rewards are perceived to be equitable.
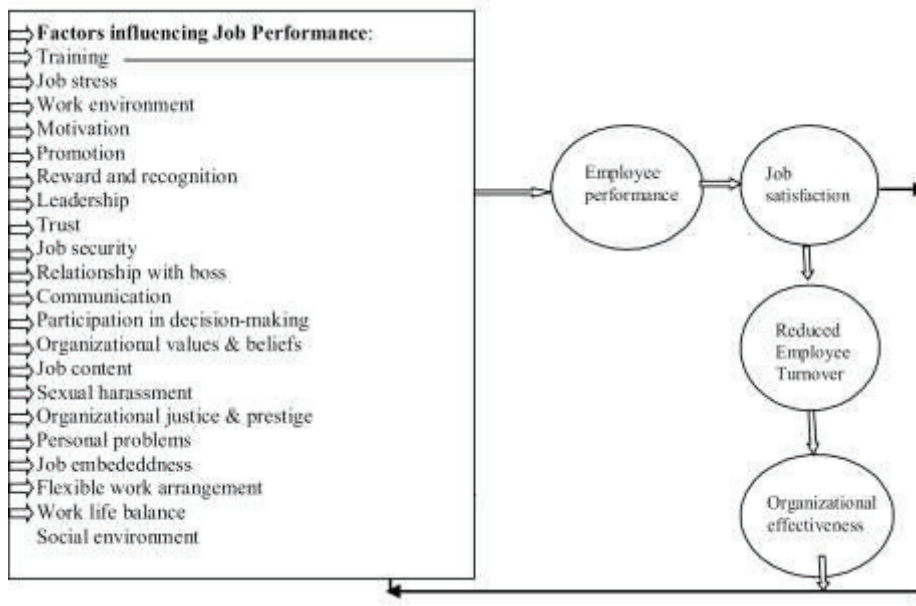
Employees' Performance, Employees' Satisfaction and Employees' Turnover Model

According to Reggio (2003), employee turnover refers simply to the movement of employees out of an organization. It is a negative aspect, which might lead to the failure of employee retention strategies in the organization. Employee attrition (sometimes known as labor turnover and wastage) is the rate at which people leave organization. It can be costly and disruptive (Armstrong, 2009). Leaving of job appears to reflect significant workplace issues, rather than opportunities for advancement into more suitable jobs. Turnover of employees disrupts teams, raises costs, reduces productivity, and results in lost knowledge within an organization. So, it is essential for the management to realize the importance of employees' job performance, job satisfaction and employees' retention (Safdar, 2012; Madan and Bajwa, 2016). Therefore, there are many reasons why employee quit from one organization to another. The potential reasons for an employee to quit his/her job can be amongst the following: overall low job satisfaction; poor relationships with colleagues; poor relationships with immediate boos; more security; lack of trust in top management; more pay; better working conditions; bullying or harassment; better prospect; more opportunities to develop skills; lack of reorganization; lack of challenge or growth; personal-pregnancy, illness, etc; unable to cope with job; poor recruitment policies; poor grievance procedures; poor supervisory practices (Ongori, 2007; Armstrong, 2007; Safdar, 2012).

Koys (2001) noted that turnover influenced profitability and customer satisfaction. Our concern is that the required turnover must exist, but the unwanted voluntary turnover should be avoided. The consequences of turnover may be at both, either organizational and personal levels, having both negative and positive consequences. Negative consequences to organization include costs of recruitment, costs of training and development, low productivity, stimulation of further turnover, disruption of team, lost sales, impact of work load, low morale, disruption of social and communication patters. Positive consequences include dislocation of poor performer, improvement, flexibility, adaptableness, conflicts resolutions and a reduction in other withdrawal behavior (Safdar, 2012). Negative consequences to employee include high expectation which might not be materialized, losing seniority and disruption of social life. Positive consequences include higher income, job change, escape from stress environment (Mobley, 1982). Researchers such as Woruba and Tyaagi

(1991); Walker (2001) and Silbert (2005) have found and concluded in their study that age, job satisfaction, tenure, job image, met expectations, organizational commitment, are strongly related to turnover intentions and the actual turnover. Harrington, Bean, Pintello and Mathews (2001) examined the various predictors of turnover intentions and observed that emotional exhaustion, lower levels of intrinsic job satisfaction and dissatisfaction with salary and promotional opportunities were the main predictors. Randhawa (2007) concluded in her study that there is a significant relationship between satisfaction and turnover intentions thereby suggesting that the higher the job satisfaction is, the lower the employee's intentions to quit his job will be. Madan and Bajwa (2016) concluded in their study that factors such as motivation, financial rewards, administrative practices, leadership, training, work environment, capacity building and emotional intelligence enhances job performance and ultimately employee satisfaction, and the accomplishment of organizational goals and objectives.

Fig. no. 2. Employee Performance, Job Satisfaction and Turnover Model

Source: Author's Construction (2017).

The above model clearly shows that factors influencing employees' performance have a direct relationship with job satisfaction. If these factors exist in the organization, then the tendency to leave the job or switch over to some other jobs gets reduced. Thus, job satisfaction as well as employee turnover are always negatively correlated to one another. The model clearly depicts that if the above mentioned factors influencing employees' performance exist in the organization it will not only help to attract new employees into the organization, but will also lead to the retention of the existing employees in the organization which ultimately results in organizational effectiveness.

Conclusion

Organization should understand that employees are their best commodity and that long-term health and success of any business organization depends upon the retention of talented employees. Hence, keeping a well trained, skilled and contended workforce can lead a company to higher heights while the lack of it can impede its growth badly. Besides, it has been observed that employee turnover is becoming a challenge which costs a lot of money, efforts and energy. So, every resignation saved is money earned. Therefore, if the above mentioned factors exist in the organization it will encourage employee satisfaction and reduces turnover intention. Thus, strategies of retention, which are based on developing human resource management systems such as improving communication process and their HR policy and practices should be implement in order to avoid high rate of employee attrition and it negative outcomes.

Policy Recommendations

Arising from the foregoing, this paper recommends that management should always provide an environment that protects the health and safety of employees and minimizes stress. Also, protect workers against harmful practices at work, e.g. bullying, harassment and discrimination. Act in the best interest of providing a reasonable balance for employees between their life and their work. Treat people according to the principles of natural justice, i.e. individuals should know the standards they are expected to achieve and the rules to which they are expected to conform, they should be given a clear indication of where they are failing or what rules have been broken and except in the cases

of gross misconduct, they should be given a chance to improve before disciplinary action is taken. Furthermore, recruitment and selection must be done scientifically with the objective of retaining employees and decreasing employee turnover. Bearing in mind that employees are the long-term investments in an organization and as such management should encourage job redesign, task autonomy, task significance and task identity. And finally, management should treat workers according to the principle of procedural justice (Adams 1965), i.e. the way in which people are managed are consistent, transparent, fair, and properly consider the views and needs of workers.

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The Contribution of Listed Banks to Economic Development in Nigeria

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Abstract
Deposit Money Banks (DMBs) exert a vital role in funding economic projects in developing countries. Generally, DMBs assume an intermediary role between surplus and the deficit units. In the light of this, this research paper appraised DMBs as panacea to economic development in Nigeria using data drawn from the financial statements of eight banks from 2008 to 2015. The study took Gross Domestic Product as the dependent variable and used Employee Wages, Tax paid to government, Interest paid to Creditors, Dividends paid to shareholders and Retained Earnings as independent variables coupled with the use of correlation analysis and panel data regression technique. The paper revealed that the independent variables exert a positive effect on development of the economy, however, both wages paid to banks' employees and retain earnings exert significant positive effects on economic development. Hence, the paper recommends that DMBs should at least maintain the current wage rate and corporate retention policy in order to continue to contribute to economic development in Nigeria.