

Study the Factors That Influence Employees Performance in the Steel Factory, Saudi Arabia

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Abstract

Understanding all the factors that influence employee performance is important because those factors will be enhanced by the government to improve performance of the workers at any organization. In Jazan, Saudi Arabia, private companies and government corporations play an important key role. *To determine the factors that influence an employee's performance* in Sunderland Steel factory, Saudi Arabia, was the main purpose of this research paper. Recent research has established a relationship between development and improvement of organizations, and employee performance. Thus, to increase industrial productivity it is essential to identify and study factors that affect employee performance. To achieve this a survey questionnaire was designed. Data was collected and analyzed statistically.

The study indicates six factors, which primarily influenced employee performance. They were workplace environment, organizational structure, knowledge, skills, reward, and attitude.

An *explanatory case study* examined the factors that influenced employee performance in Sunderland Steel (SS) plant in the Jazan region of, Saudi Arabia. A randomly selected sample size of 315 workers from a total of 700 employees were administered the questionnaire. However, only 258 workers responded actively while the remaining workers either did not bother to respond or did not take it seriously. The study recommended that future studies should consider using larger samples.

Keywords: Employee Performance; Workplace Environment; Structure; Knowledge; Skill; Reward;
Introduction

1. Background

The most important aspect that must be taken into consideration when talking about a company is the performance, not just the performance reaching the highest level but considering the performance more of a challenge; it gives the companies continuous development and continuous increase of the market standards (Voslobana, 2012). Today, the importance of employee performance is a very crucial part of any organization in both government and private organizations (Aboazoum et al., 2015). The key to achieving goals of the organization and staying competitive is employee performance. The critical component in any organization is the employee; and by improving the employee's performance at the workplace, organizations can successfully compete. (Altrasi, 2014). Every employee has a unique collection of values and beliefs usually based on national and cultural norms (Al-Malallah and Regondola, 2014). These unique values and beliefs play an important role in their performance. Apart from the above factor there are several different factors that can affect an employee's performance at the workplace (Aliya Iqbal et al., 2015; Le Thao and Hwang, 2015).

2. Research Problem

Most organizations in Saudi Arabia are facing a low employee performance. Absence of knowledgeable workers has led to lower productivity and high cost. Sunderland Steel) has no effective technique to identify the reasons for low employee performance. The present study aims to carry out a survey to find the reason for low performance.

3. Research Objective

The research objective is to find the factors that affect employees' performance in Saudi Arabia and to identify the relationship between the factors that influence employees' performance in the Steel factory.

4. Value of the Study

The study will benefit both public and private companies in general in Saudi Arabia. The results of the study may be used by the management to support their employees' performance. The study will help Sunderland Steel to boost employees' performance by endeavoring to improve deficient areas for enhancing, performance.

1. Literature Review

Saudi Arabia has a unique composition of the human capital base. Most of its workers are expatriates from developing economies (Jackson and Manderscheid, 2015). However, scholars are yet to explore what impact this has on its workforce productivity. The industrial corporation lifestyle is partly socialistic. This implies that the workplace environment is bound to exude a unique pattern that is not evident in other capitalist economies. Research on this question would focus on assessing what factors affect an employees' productivity in Saudi Arabia.

Existing literature reveals six factors that affect employee productivity. The first is the organizational structure. It defines the hierarchy of duties coupled with the communication channels. Due to structural flaws in channels with unclear administration communication results in faulty flow of information that ultimately affects the

performance of an organization (Al-Makhaita *et al.*, 2014). A perfect structure must be able to allow smooth flow of information both vertically and horizontally (Elaimi and Persaud, 2014). Besides, it must be able to accept ideas from employees.

The second factor refers to the workplace environment. Like any other state, workplace environments must be friendly and capable of triggering team spirit (Almutairi *et al.*, 2015; Al-Dossary *et al.*, 2012). Systemic discrimination and harshness demotivate employees. Scholars are yet to document the nature of the relationship between the expatriates and employers. A third factor was worker skills and knowledge that affects the level of productivity (Sweis *et al.*, 2013). A higher percentage of foreign employees possess limited skills. This translates into lower productivity. The existing literature does not provide if any form of training could be used to improve their standard of production. In addition to the three factors mentioned above, the fourth one concerns, employees' attitudes. Finally, the last two, rewards and motivation play a major role in determining productivity (Azeem and Akhtar, 2014; Bari *et al.*, 2013). Employees need other incentives to stay motivated (Jehanzeb *et al.*, 2012).

2. Research Methodology

1. Research Design

The research design was a survey of all employees from different cadres. The survey used interviews and e-mails as a medium of communication to cover as much as possible.

2. Population

Around 700 permanent employees formed the population for this study. This data was provided by the maintenance and management department offices.

3. Sample Size

The sample size consisted of 315 employees selected randomly from different departments, viz. production line, maintenance, inventory, production maintenance, raw material, etc. They were administered and instructed to fill up a questionnaire. Out of the total 258 sent their responses while the remaining employees did not like to participate for one reason or other.

4. Data Collection

A questionnaire had been designed to collect data in two languages, Arabic and English. There were two sections in this questionnaire: demographic data and data dealing with the particular factors that affect employees. Without giving their names, they were asked to fill up the two sections honestly with the assurance that the data collected would remain confidential and would be used for academic purpose only. It would also not be available to the employers.

5. Data Analysis

The data was edited for accuracy, consistency, and completeness. Then, it was analyzed by using SPSS statistical software programs to generate frequencies, graphs, and percentages to represent the trend of the data using descriptive statistics tool. Graphs, charts, and tables were used to explain the factors that affected an employee performance in SS Factory easily and professionally. In addition, analysis factors were used to identify the correlation matrix within the variables.

3. Finding and Discussion

1. Statistical Data of Sample

Males numbering 78.7% between ages 18 and 40 years took part in the study. Table 1 provides demographic data of the participants Table 2 gives data on the working department of the respondents. .

Most employees (36.4) were of the opinion that the salaries paid are appropriate followed by those (34.8%) who said that the salaries are not in line with the responsibilities (table 4). . Only 28.9% were of the opinion that the salary is in line with the responsibilities A majority of those sampled in this study were of the opinion that they can recommend the company to potential job seekers.

Organization structure with employee performance

Table 5 provides an insight of organizational structure with employee performance. As evident 53.8% employees strongly agreed that organization structure is important factor in work performance while only an equal proportion of 4% disagreed and strongly disagreed. Similarly, a majority of 42.3% and 43.3% agreed that adopted a structure that enables speed delivery and organization structure supports innovation respectively. In the same trend, most (46%) employees agreed that factory structure supports social integration while another 33.2% agreed that standard operating procedures guide performance.

Work environment with employee performance

The results of Table 6 show that most employees were of the perception that factory provides appropriate working environment (39.5%) and that the human resource policies guide performance as agreed by 39.3% of those who took part. In addition, 30.1% agreed that appraisal system contributes to performance and that the management style influences performance. When asked on the effect of factory core values influence 43.1% agreed that they affect their performance. In all the above attributes those who strongly disagreed were less than 10%.

Attitudes factor with employee performance

Table 7 gives attitudes factor with employee performance. 41.1% of the employees were of the opinion that the factory pays attention to employee attitude while another 40.7% agreed that work satisfaction is associated with positive attitudes. Evidently from 39.1% of those who took part, judgement by colleagues is important in performance and that personal relationship with colleagues affects performance as agreed by 43.1%. Similarly, a

majority agreed that the factory provide employees with an opportunity to spend time working on community activities as held by 31.3%. In all the attributes of attitude the combined percentages for agreed and strongly agreed are more than 60% while those with a negative opinion are less than 10%.

Reward factor with employee performance

The result shows that most employees (43.9%) value tangible reward while another 44.7% agreed that compensation benefits affect performance (Table 8). Similarly, a majority (38.7%) agreed that salaries and perks are appreciated by employees. Asked if the factory provides opportunity for promotion for performing employees and if commendation by supervisor affects performance and commitment 36.8% and 36% agreed respectively. Evidently in all the attributed majority of the respondents agreed than those who had negative opinion.

Knowledge factor with employee performance

The study also enquired if knowledge affects employee performance. The results of Table 9 show that a majority (34.8%) of the respondents strongly agreed that the factory provides an opportunity for the acquisition of knowledge while another 38.4% strongly agreed that competence is an importance aspect of performance. Similarly, 38.7% agreed that knowledge has a direct influence on performance while another 38.2% agreed that the management offers opportunities to share knowledge. In each of the aforementioned attributes, those who strongly disagreed were less than 5%.

Skill factor with employee performance

An almost equal proportion 32.8% and 32% agreed and strongly agreed that the factory management supports employees to learn new skills (Table 10). Similarly, 36% agreed that management encourages employee skill flexibility to improve performance while another 37.7% agreed that they are capable of putting new skills to use within a short time. When asked if employees change work habits in response to changes in environment 33.6% agreed while another 35.6% agreed that the factory is capable of meeting demand for new skills.

2. Factor Analysis

The principal components analysis method of extraction was utilized. This technique is founded on the assumption that there is no error variance thus the total variance of the variables can be accounted for by means of its factor. This possibility principally assigns 1 to all communalities. Extraction of principal components is done by computing Eigen values of the matrix. To help evaluate the components to retain, scree plot was used. For this study, only components with positive Eigen values and with high communalities were extracted (Table 11). To improve interpretability of the factors Varimax rotation was carried out (Table 12). The least loading was 0.31 while the highest loading was 0.773.

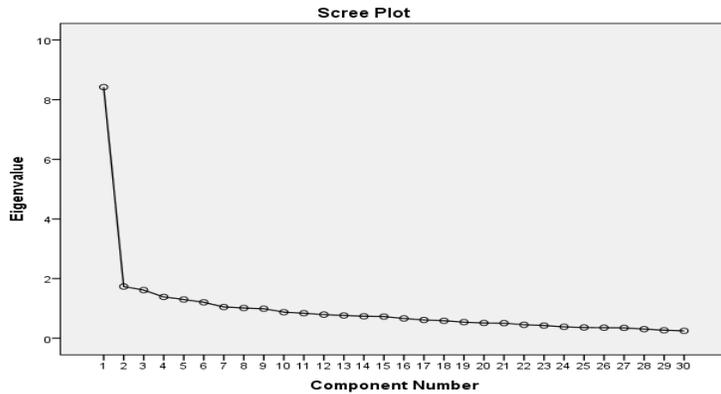


Figure 1. Scree Plot.

4. Conclusions

The study identified six important factors that influence employee performance in the SS Factory. The attributes of organization's structure combined of strongly agreed and agreed are 70.98% while those with a negative opinion are 10.1%. The variable was flexible, structure, innovation, social integration, and standard operating procedures. The second most important factor was work environment, more than 66% of strongly agreed and agreed and those with a negative opinion are less than 9%. The all the attributes of attitude the combined percentages for agreed and strongly agreed are more than 60% while those with a negative opinion are 10%. Around 70% of reward factor with strongly agreed and agreed and those with a negative opinion are more than 10% as well. 66% of knowledge factor combined attributes and for those with a negative opinion are 12%. Finally, 65% of skill factor strongly agreed and agreed for a negative opinion are more than 15%. The study established that organization structure affects employee performance. Similarly, work environment and attitudes affect employee performance. In the same vein and compensation have a significant influence on employee performance. In addition, knowledge employee performance. Availability of opportunities to advance skills and use them affect employee performance.

5. Recommendations

All organizations in Saudi Arabia both public and private should have a strong desire to improve the efficiency and effectiveness of their employees. This cannot be accomplished without a profound understanding of the factors that influence their employee's performance. Every organization should have documented the factors that can influence the employees and go through from time to time to make sure that it is stable. The SS Factory should continue researching to determine the other factors that influence employee performance in order to see the reflection on employees. The organization should keep that in mind; a good organization structure; work environment where each employee's potential is utilized that enhances employees' performance. The organizations should increase the

knowledge and the skills of their employees through continuous development programs and holding training workshops for their employees.

6. Suggestions for further study

A similar study should be carried out in other organizations to determine the factors that influence employee performance and compare it with this in order to see the trend of results. Seeking to find and studying other factors may influence an employee's performance. This study can do it in different departments or organizations, using a simpler sized group to make sure the study is accurate.

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Appendices

Appendix I

Tables

Table 1. Demographic Data

Parameters	Status	Frequency	Percent
Age	18-40 Years	199	78.7
	Above 40 Years	54	21.3
Marital Status	Single	93	36.8
	Married	149	58.9
	Divorced	8	3.2
	Widowed	3	1.2
Number of Children	0	131	51.8
	2-Jan	80	31.6
	3 or more	42	16.6

Table 2: Working Department of the Respondents

	Frequency	Percent
Raw Material	1	0.4
Central Maintenance	1	0.4
CMD Crane Mechanical Department	1	0.4
CMD Maintenance	2	0.8
HSE Department	1	0.4
Inventory	8	3.2
Maintenance	14	5.5
Mechanical Engineering Department	1	0.4
mechanical technical	4	1.6
Production	198	78.3
Production Maintenance	9	3.6
Raw Material	7	2.8
RM Technical	1	0.4
Utility Department	5	2

Table 3: Education, years worked and salary

		Frequency	Percent
Highest level of education achieved	No Formal Education	12	4.7
	Primary Education	36	14.2
	Secondary Education	89	35.2
	College/University Education	116	45.8
Number of years worked in Factory	0-5 Years	143	56.5
	5- 8 Years	80	31.6
	Over 8 Years	30	11.9
Basic salary	Below 2000	64	25.3
	5000-7000	105	41.5
	8000-10,000	65	25.7
	Above 10,000	19	7.5

Table 4: Satisfaction with salary and opinion on recommending factory.

		Frequency	Percent
Describe basic salaries offered by Factory	Appropriate	92	36.4
	In-line with responsibilities	73	28.9
	Not in line with responsibilities	88	34.8
Recommend to prospective job seekers	Can recommend	198	78.3
	Cannot recommend	17	6.7
	Not decided	38	15

Table 5: Organization structure with employee performance.

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Structure is important in work performance	53.80%	25.70%	12.60%	4.00%	4.00%
Adopted a structure that enables speed delivery	28.50%	42.30%	19.00%	8.30%	2.00%
Organization structure supports innovation	21.80%	43.30%	22.60%	6.70%	5.60%
Factory structure supports social integration	21.60%	46.00%	22.00%	8.40%	2.00%
Standard operating procedures guide performance	38.70%	33.20%	16.60%	7.50%	4.00%

Table 6: Work environment with employee performance

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
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Provides appropriate working environment	34.00%	39.50%	16.60%	5.90%	4.00%
Human resource policies guide performance	22.60%	39.30%	22.60%	9.50%	6.00%
Appraisal system contributes to performance	27.30%	39.10%	18.60%	9.10%	5.90%
Management style influences performance	23.50%	36.30%	23.50%	10.00%	6.80%
Factory core values influence my performance	27.30%	43.10%	17.80%	8.70%	3.20%

Table 7: Attitudes factor with employee performance

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Factory pays attention to employee attitude	41.10%	27.30%	16.20%	10.70%	4.70%
Work satisfaction is associated with positive attitudes	36.00%	40.70%	16.20%	5.10%	2.00%
Judgement by colleagues is important in performance	27.30%	39.10%	23.70%	6.30%	3.60%
Personal relationship with colleagues affects performance	30.00%	43.10%	18.60%	5.90%	2.40%
Provide opportunity to spend time working on community activities	29.80%	31.30%	23.40%	10.30%	5.20%

Table 8: Reward factor with employee performance

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Employees value tangible rewards	43.90%	31.20%	15.00%	7.10%	2.80%
Compensation benefits affect performance	27.70%	44.70%	17.40%	5.90%	4.30%
Salaries and perks are appreciated by employees	24.50%	38.70%	21.70%	9.10%	5.90%
Provide opportunity for Promotion for performing employees	28.10%	36.80%	22.50%	9.90%	2.80%
Commendation by supervisor affects performance and commitment	35.20%	36.00%	19.80%	6.30%	2.80%

Table 9: Knowledge factor with employee performance

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Opportunity for the acquisition of knowledge	34.80%	34.00%	18.20%	10.30%	2.80%
Knowledge has a direct influence on performance	28.10%	38.70%	22.50%	5.90%	4.70%
Continuous investment in training, and development opportunities to share knowledge	21.90%	38.20%	29.50%	6.80%	3.60%
Competence is an importance aspect of performance	28.90%	36.40%	20.60%	10.70%	3.60%
Competence is an importance aspect of performance	38.40%	30.00%	16.40%	11.20%	4.00%

Table 10: Skill factor with employee performance

	Strongly Agree		Neither	Strongly Disagree	
	Agree	Disagree		Disagree	Agree
Support employees to learn new skills	32.00%	32.80%	16.60%	13.00%	5.50%
Encourages employee skill flexibility to improve performance	24.10%	36.00%	22.50%	12.30%	5.10%
Capable of putting new skills to use within a short time	25.00%	37.70%	24.20%	9.90%	3.20%
Employees change work habits in response to changes in environment	24.10%	33.60%	22.50%	13.40%	6.30%
Factory is capable of meeting demand for new skills	26.50%	35.60%	21.30%	9.50%	7.10%

Table 11: Variance Extracted

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.418	28.06	28.06	8.418	28.06	28.06	2.872	9.574	9.574
2	1.733	5.776	33.836	1.733	5.776	33.836	2.779	9.264	18.838
3	1.613	5.378	39.214	1.613	5.378	39.214	2.399	7.998	26.836
4	1.385	4.618	43.831	1.385	4.618	43.831	2.316	7.721	34.557
5	1.299	4.33	48.162	1.299	4.33	48.162	2.143	7.143	41.699
6	1.205	4.016	52.178	1.205	4.016	52.178	2.004	6.68	48.38
7	1.048	3.492	55.669	1.048	3.492	55.669	1.605	5.35	53.73
8	1.014	3.378	59.048	1.014	3.378	59.048	1.595	5.318	59.048
9	0.99	3.301	62.349						
10	0.874	2.915	65.263						
11	0.838	2.795	68.058						
12	0.793	2.642	70.701						
13	0.764	2.546	73.246						
14	0.737	2.455	75.702						
15	0.727	2.424	78.126						
16	0.663	2.209	80.335						
17	0.612	2.041	82.376						
18	0.586	1.954	84.33						
19	0.54	1.8	86.13						
20	0.511	1.705	87.835						
21	0.506	1.687	89.521						
22	0.452	1.506	91.027						
23	0.425	1.418	92.445						
24	0.383	1.276	93.721						
25	0.361	1.204	94.925						
26	0.353	1.178	96.103						
27	0.346	1.155	97.257						

28	0.307	1.022	98.28
29	0.268	0.894	99.174
30	0.248	0.826	100

Extraction Method: Principal Component Analysis.

Table 12: Rotated Component Matrix.

	Component							
	1	2	3	4	5	6	7	8
Structure is important in work performance				0.322				0.729
Adopted a structure that enables speed delivery		0.5						0.516
Organization structure supports innovation		0.664						
Factory structure supports social integration		0.773						
Standard operating procedures guide performance				0.642				
Provides appropriate working environment		0.453		0.575				
Human resource policies guide performance		0.507		0.313		0.353		
Appraisal system contributes to performance						0.59		
Management style influences performance		0.375				0.584	0.343	
Factory core values influence my performance						0.7		
Factory pays attention to employee attitude		0.392				0.31		0.353
Work satisfaction is associated with positive attitudes			0.388	0.576				
Judgement by colleagues is important in performance			0.675					
Personal relationship with colleagues affects performance							0.718	
Provide opportunity to work on community activities		0.456	0.424					
Employees value tangible rewards					0.613			
Compensation benefits affect performance					0.315		0.568	0.398
Salaries and perks are appreciated by employees					0.589			
Promotion for performing employees					0.698			
Commendation by supervisor affects performance			0.331		0.441		0.355	
Opportunity for the acquisition of knowledge			0.358	0.506				
Knowledge has a direct influence on performance	0.309		0.515				0.431	
Continuous investment in training, and development opportunities to share knowledge			0.556					
Competence is an importance aspect of performance			0.578					
Support employees to learn new skills	0.538							0.31
Encourages employee skill flexibility to improve performance	0.752							
Capable of putting new skills to use within a short time	0.706			0.32				

Change work habits in response to changes in environment	0.65	
Factory is capable of meeting demand for new skills	0.492	0.39

Appendix II

Research Questionnaire

Section A: Demographic data

1.1 Name of Respondent (Optional) -----

Sex: Male Female

Name of your department/unit and work station (Optional) -----

2.0 Characteristics of the respondents (tick one)

b) Age: 18-40 years above 40 years

c) Marital Status: Single Married Divorced Widowed Separated

d) Number of Children: 1-2 3 or more

3.0 State the highest level of education you have achieved to date [tick One]

i) No Formal education

ii) Primary education

iii) Secondary education

iv) College/ University education

3.1 Did you start working with the level of education you have ticked in 3.0 above?

Yes No

If your answer is No please explain-----

3.2 State the total number of years you have worked in Factory (tick one).

0-5 Years 5-8 Years Over 8 Years

3.3 Indicate your basic salary range (tick one).

Below 2,000 5,000-7,000 8,000-10,000 Above 10,000

3.4 How can you describe these basic salaries offered by Factory? (tick one).

Appropriate In-line with responsibilities Not in line with responsibility

3.5. Can you recommend this Factory or company as an employer to prospective job seekers? (tick one)

Can recommend cannot recommend Not decided

Section B:

State to what extent you agree or disagree with the statements in the tables below:

في حالة إلى أي مدى توافق أو لا توافق مع ما ورد في الجداول أدناه
Key

1= Strongly Agree, 2= Agree, 3= Neither Agree nor Disagree, 4= Disagree, 5=Strongly Disagree

1 = أوافق بشدة ، 2 = أوافق ، 3 = لا أوافق ولا أرفض ، 4 = لا أوافق ، 5 = أوافق بشدة

Organization Structure الهيكل التنظيمي

Statement	1	2	3	4	5
Factory structure is important in my work performance. هل المصنع مهم في أداء عملك.					
Factory has adopted an organization structure that enables speed delivery of service هل المصنع يعتمد الهيكل التنظيمي الذي يتيح تسليم الخدمة بسرعة .					
Factory organization structure supports innovation by employees. الهيكل التنظيمي في المصنع يدعم الابتكار من قبل الموظفين .					
Factory structure supports social integration of employees المصنع يدعم التكامل الاجتماعي للموظفين					
Factory standard operating procedures guide my work performance. إجراءات التشغيل القياسية في المصنع أو الشركة تعمل على توجيهي لأداء أفضل.					

Work Environment بيئة العمل

Statement	1	2	3	4	5
Factory provides an appropriate working environment conducive for work performance. يوفر المصنع بيئة عمل مناسبة تؤدي إلى أداء العمل أفضل.					

Factory human resource policies and procedures guide my work performance سياسات وإجراءات الموارد البشرية في المصنع تعمل على توجه أداء عملي					
Factory performance appraisal system contributes to my work performance. نظام تقييم الأداء في المصنع يساهم في أداء عملي					
Factory management style has an influence in my work performance. أسلوب الإدارة في المصنع لها تأثير في أداء عملي .					
Factory core values influence my performance. القيم الأساسية للمصنع تؤثر على أدائي					

Attitude الموقف أو سلوك

Statement	1	2	3	4	5
Factory pays attention to employee attitude المصنع يهتم أو يستمع الى مواقف الموظفين					
Work satisfaction is associated with positive employee attitude. الرضا في العمل يرتبط مع موقف إيجابي لدى الموظف					
Judgement on my work by colleagues is important in my work performance الحكم على عملي من قبل الزملاء مهم في أداء عملي					
My personal relationship with colleagues directly affects my work performance علاقتي الشخصية مع الزملاء لها تأثيرا مباشرا على أداء عملي					
Factory provide opportunity to employees to spend time working on community activities to improve performance المصنع يوفر او يعطي فرصة للموظفين لقضاء الوقت في العمل على الأنشطة المجتمعية لتحسين الأداء					

Rewards المكافآت

Statement	1	2	3	4	5
Factory employees value tangible rewards. هل لدا موظفون المصنع أهمية بالنسبه للمكافآت المادية					

Rewards and compensation benefits directly affect my performance هل المكافآت و تعويضات تؤثر بشكل مباشر على أدائي					
Factory salaries and perks are attractive and are appreciated by employees. رواتب المصنع و الامتيازات تحظى بتقدير من قبل الموظفين					
Factory provide opportunity for promotion for high performing employees. يوفر المصنع فرص عروض للموظفين ذو الأداء العالي					
Being commended by my supervisor for a good job done in writing directly affects my performance and commitment. التقديم الخطي المباشر من المشرف للعمل الذي تم انجازه يؤثر تأثيرا مباشرا على أدائي والالتزام.					

المعرفة Knowledge

Statement	1	2	3	4	5
Factory provides opportunity for the acquisition of knowledge by its employees. يوفر المصنع فرصة ل اكتساب المعرفة من قبل موظفيها					
Knowledge has a direct influence on my work performance. المعرفة له تأثير مباشر على أداء عملي					
Factory makes continuous investment in training, education and development of its employees. يعمل المصنع على الاستثمار المستمر في مجال التدريب والتعليم و تطوير موظفيها					
Factory its employees with high-involvement opportunities to share knowledge. المصنع يعمل على مشاركته موظفيها فرصا عالية لتبادل المعرفة					
Competence is an importance aspect of my work performance. الكفاءة هي الجانب المهم في أداء عملي					

المهارات Skills

Statement	1	2	3	4	5
Factory support employees to learn new skills المصنع يشجع الموظفين على تعلم مهارات جديدة					
Factory encourages employee skill flexibility to improve performance. يشجع المصنع العمل على المرونة في المهارات لتحسين الاداء					
Employees are capable of putting new skills to use within a short time. الموظفين قادرون على وضع مهارك جديدة ل استخدام في غضون فترة زمنية قصيرة					
Factory employees change their work habits in response to changes in the competitive environment.					

موظفين المصنع يغيروا من روتين عملهم لكي تتغير بينه المنافسة					
Factory is capable of meeting demand for new skills.					
المصنع قادر على تلبية الطلب على المهارات الجديدة					

Appendix III

Biography

Hassan Hijry is an assistant teacher in the Department of Mechanical and Industrial Engineering at the University of Tabuk, Saudi Arabia. He was working in Saudi Snack Foods Company (PEPSICO), Al-Riyadh, Saudi Arabia under title Front Line Manager, He earned his B.S in Industrial Engineering from Jazan University, Jazan, Saudi Arabia. Hijry is currently a full-time student at the Master program MSIE in Lawrence Technological University, Michigan, USA. He is a member of IIE, IEOM, and IEEE.

Asif HALEEM is a Professor in Industrial Engineering in the College of Engineering Jazan University, KSA. He has over 35 years of teaching experience in universities in India and abroad. He has over 20 papers in international publications and has attended many conferences in India and several other countries. After passing out Senior Cambridge from Cambridge University, Dr Asif completed his bachelor's degree with distinction from Aligarh Muslim University. Thereafter he obtained master's degree in engineering and later master's degree in business administration. He was awarded his doctoral degree from USA in industrial engineering and management. He has held many important assignments in India, USA, Libya UK and Kingdom of Saudi Arabia. He has published a book on Operations Management.