

## FACTORS PERCEIVED TO INFLUENCE THE PERFORMANCE OF PUBLIC SECTOR EMPLOYEES WITH MEDIATING EFFECT OF EMPLOYEES SATISFACTION; A CASE STUDY OF CIVIL DEFENCE DIRECTORATE

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: February Revised: February Accepted: March Available Online: April</p> <hr/> <p><i>Keywords:</i> Intellectual capital, Value added growth, Profitability, BRICS, Banks</p> <hr/> <p><i>JEL Classification:</i> <b>O15, H83, L25</b></p>	<p><i>In developing countries like Pakistan, mostly the public sector departments give not as much of focus on the performance / capacity building as well as the satisfaction of the employees, the research was conducted to know the influence of the factors perceived on the performance of public sector employees by increasing satisfaction and for this purpose the Civil Defence Department was selected. The study was conducted on the mixed method approach in which both qualitative and quantitative methodologies were adopted to know the responses of the employees of the Civil Defence Department regarding research objectives. Questionnaires, both in open ended and close ended format were distributed among 100 employees of the Civil Defence Department as per the availability of the skeleton staff during COVID-19. The hypotheses were equipped to recognize the significance relationship of variables as well as statistical analysis was applied through SPSS to examine the acceptance or rejection of the hypothesis. Hence, the result instigated that factors perceived in this study have significance influenced on the performance and satisfaction of the public sector employees.</i></p> <p><b>Keywords:</b> Training &amp; Development, Managerial Support, Working Environment, Promotion, Redressal Of Grievances</p>

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### 1. INTRODUCTION

The Civil Defence Directorate (hereinafter said CDD) came into existence in 1948 with the title “Air Raid Precaution” (ARP) in World War-II. Later on, it was renamed in 1951 as Civil Defence Directorate under the Civil Defence Ordinance 1951 that was afterward modified as Civil Defence Act-1952 and Civil Defence Special Power Rules-1951. The CDD became the member of the International Civil Defense Organization on 01.01.1970 (headquarter at GENEVA). The CDD has 36 district offices in the Punjab, which work under the control of the Deputy Commissioner, who become the Controller Civil Defence vide Notification No. S.O.C.D.I. (158)/61 dated 30.09.1961. It also has 06 regional offices situated in Lahore, Rawalpindi, Gujranwala, Sargodha, Faisalabad, Multan and D.G. Khan. The CDD is administered by the Home Department. The Additional Chief Secretary (Home), Government of the Punjab is the competent/administrative authority of the CDD.

The head of the department of the CDD is called the Director Civil Defence Punjab. The Director, Civil Defense leads the CDD throughout Punjab and passed on directions and makes committees, policies. He called the performance review meetings of the Civil Defence Offices to rank the performance of the District offices in the Punjab. The mission / mandate of the CDD is to plan and educate the general public for preventing from any disaster either man made or natural with an observation to alleviate the causes of the disaster.

This aim of this study was to understand the importance of factors perceived to influence the performance of public sector employees with mediating effect of satisfaction and the Civil Defense Directorate Punjab was selected for the study. Currently, Civil Defence Directorate as compared to other provinces is active and performing all its functions including duties on COVID-19. Undoubtedly, the current Director, Civil Defense Punjab is very energetic and active performing his duties by taking initiatives for the betterment of the Directorate. The Development schemes are also underway, but the thing which is declining the image and importance of the CDD day by day is to give less focus on the satisfaction of the employees which is ultimately causing employees’ poor performance. Moreover, being head of department, the management have not as much of focus on the capacity building of the employees through conducting training and development programs for the Civil Defence employees, lack of managerial support during

job, achievement of goals and resolving of issues of the CDD employees, unpleasant working environment, delaying in promotions of the employees as well as unsatisfactory redressal of grievances are also causing poor performance, lack of interest of employees towards their jobs / assignments. However, this article is aimed to give attention of the management on the importance of such factors perceived to be influenced on the employees' performance.

Everyone knows that employees are extremely significant component for the achievement of the department. As explained by the Ameen & Baharom (2017) employee's play a major role in completing organizational objectives and their poor performance badly affects the organizational goal and targets. According to Rahayu et al., 2018 government employees want motivation for better performance and they carried out duties and responsibilities effectively if they got motivated by the organizations. He further said that training is especially imperative and vital for increasing the value of employees to have useful, administrative and technical abilities to weight the efficiency of public sectors.

Nassazi (2019) defined that trained employees can be able to contribute their talent and enhance understanding through training and increase the productivity of the department. Organizations can increase their human capital through training and development programs (Ann & Andre, 2019). Mieke et al. (2018) pointed out that training is very urgent and important for employees' quality of managerial and technical capability. Tremblay et al. San Diego State University (2017) declared that permanent training and development program makes employees satisfied, maintained their morale and improves employee performance. Hanyasha and Tahir (2016) labeled that training is a business activity comprising various skills and techniques for using these in certain, detailed and routine works. Bailey et al. (2016) reported that training is a learning process and a tool adopted for giving skills to the new employees. Tolulope & Joshua (2016) described that training impact positively on the employees' performance as it improves employees' capabilities and helps the organization to maintain its workforce through satisfaction and encouragement. Sawyer and Gray (2016) verified that the training is an organized method of changing the work behavior of the employees in such strength that improves organizational performance. The service delivers departments like Civil Defence, Rescue 1122, Provincial Disaster Management Authority (PDMA) etc. must have trained and skilled labor for better performance which can only be made through continuous training and development of the employees.

On the other hand, employees can perform much better if they have managerial support. Employees face difficulties during job, can be avoided through managerial support. In most of the public sector departments, there is a lack of managerial support which cause delay in completion of tasks & poor performance. Yushadii et al. (2019) considered that leadership style is very important for managing employees' tasks that are expressively required to enhance performance which results organizational progress. Terera & Ngirande (2014) said employees like to work with those associations to whom they believe that their attitudes, commitments and capabilities are appreciated. Muathe and Nzulwa (2013) believed employees those perceived their supervisors are committed to their wellbeing have a strong commitment to the organization. Lussire (2011) cleared that managerial support deal with the process of influencing employees for achieving organizational goals. Adeyemi (2010) understood that leadership and performance has direct relationship. Yilmaz and Ergun (2008) deliberated that manger those guaranteed achievement of goals inspire, motivate and support their employees.

The satisfaction level of employees could be increased for better output by providing a better working environment. Employees mostly spend their time in the workplace and better working environment i.e. better furniture; equipment and technology not only satisfy the employees, but also make them happy towards their jobs / assignments. Unfortunately, less importance is given towards the better working environment in public sector departments like the CDD. Addis (2019) instructed that employees mostly spend their time in the workplace, it is important for the organization to ensure adequate working environment for its employees. Bushiri (2014) explicated that working environment embraces strategy, system, society, wealth, working affiliation, position, internal and outside environmental aspects that weight the employees' performance. Sekar (2011) addressed that good excellence of the employees' working environment forces the point of enthusiasm and later the performance.

Wang et al., (2019) perceived that promotion plays very important role in HRM practice of any sector that develop the careers of employees and has a long term benefit for the organizations. He further explained that employees those not promoted and not pleased would show unenthusiastic attitude. Employees while found that colleagues who are alike or still incompetent are promoted, but in comparison they are at standing on the same position will think that the department disrupt rule of impartiality, which may not only results disappointment but influence professional health, reduce managerial conviction and raise objective of turnover. Hence, they believed that unfair promotion results dissatisfaction, depression, even anger as well as unhealthy behaviors like usage of smoking and

alcohol. Hence, an unfair promotion system may have health problems such as work stress, excessive oppression, job burnout and emotional disorders. Addis (2019) originated that employees not only give importance to the fiscal contentment, but also towards the ethical pleasure. Therefore, organizations that focus on career management efficiently such as promotion opportunities have importance for employees.

The redressal of grievances is also important for the satisfaction and better performance of the employees. Employees' issues are not listening carefully; they are not listened properly, which caused dissatisfaction, lack of interest towards jobs and poor performance. Hence, besides having good, talented and skilled top-level management and taking initiatives for the betterment, unfortunately, employees training & development, managerial support, working environment, promotion and redressal of grievances, issue is remained under questions and its resolution is also the need of the hour for performance of the employees of CDD. P. Abinaya (2020) enunciated that grievance is any dissatisfaction that affects organizational performance. He further detailed that grievance is authentic or pretend emotion of displeasure due to inequality which, experienced by the employees during work and environment, administration strategy and actions. P. Abinaya (2020, b) stated that unattended grievances cause obstruction, unhappiness, low output, lack of curiosity in job, absence, etc. He said, shortly, grievance occurs as staff exceptions do not fulfill from the department, as a consequence employee turn into dissatisfaction and personal and employment issues are also raised. The manager should be trained to manage grievances as and when identified and resolved issues efficiently and timely (P. Abinaya, 2020, c). He directed that manager should collect appropriate and sufficient evidences while explaining grievances and remedial action also be taken to avoid reiteration of grievance. The decision of a manager should be made after effects of every change of act towards the presented and potential procedure and measures. These policies, procedures must be examined and a conclusion ought to be made accordingly. After that, follow-up must be made to ensure the complete and an adequate resolution of the grievances. The supervisor must also take the judgment swiftly and by disregarding facts that could harm the employee.

Dr. B. Venkateswara et al. (2020) confessed that if employees' grievances not attended or not resolved causes irritation, harsh manners towards the management as well as damaging associations in the department. These grievances results dissatisfactions and dealing with such dissatisfaction are called grievances procedures. They further said grievances are effective in an organization only when it fulfills the hopes of employees. They also informed that the primary importance of the grievance procedure is to assist in minimizing dissatisfaction and displeasure which may affect the cooperation and productivity. Naliaka et al. (2019) exposed that employees' relation is a key source of organizational performance, prosperity and sustainability. He further reiterated that good employees' relations results increase commitment, motivation and loyalty of the employees, so organization needs to develop strategies that improve performance. Kaur and Sukhmani (2019) studied that grievance means any dispute or dissatisfaction of employees due to injustice. He further steered that grievances increased due to various reasons, i.e. economic, working environment, supervision, etc. Brown, 2004; Truss, 2008 had also confirmed that beside a number of publications on HR practices, public sector has paid minor attention which is the cause of poor performance.

The role of CDD is very vital for the protection of life and property of the citizens of Pakistan during natural as well as man-made disasters and its importance cannot be overlooked. Without competent, skilled and satisfied employees it would be difficult for the CDD to achieve its' mission and vision. Factors i.e. training and development, managerial support, working environment, timely promotions and redressal of grievances are perceived for the satisfaction and performance of the CDD employees. Nowadays, it seemed that this Directorate is moving downward just because of poor performance and unskilled employees.

Addis (2019) carried out that today job satisfaction is one of the most difficult parts that managers handled while dealing with their employees. He further estimated that factors such as promotion, nature of work, supportive colleagues, recognition, salary equitable rewards, improvement gives employees satisfaction and improves their performance. Later on, BinShamailam (2016) termed job satisfaction as a way employee observed through his or her job. Hanaysah and Tahir (2016) recommended that employment pleasure relates towards the feelings of workers, their work situation, support among managers and employees.

The CDD employees are recruited through Punjab Public Service Commission (PPSC) and Directorate level. After selection and postings of the employees they performed their duties on the basis of knowledge they already have and learned skills during their job experiences. They do not get trained by the CDD and employees remained under limited knowledge and skills during the whole service. Trainings are mostly offered to the CDD employees through Management Professional Development Department (MPDD) and some other institutes like CDD training institutes, Military college of Risalpur etc. these institutes share training schedules for the employees and from this initiative limited staff got trained. Moreover, CDD itself is not arranging any training and development programs for its

employees, on the other side instructional staff of the CDD get the general public trained in all the district of Punjab also required advance level trainings for expanding knowledge and skills professionally with the arrangement of training and development programs. Consequently, the staff of the emergency service station is also not well trained enough and required more skills to combat against any untoward situation. The CDD could perform effectively and make it valuable through skillful and satisfied employees. Therefore, the CDD management should have to give importance on the factors such as training & development, managerial support, working environment, promotion and redressal of grievances perceived for the satisfaction and better performance of its employees.

Lack of managerial support at CDD is also causing delay in completion of assignments, dissatisfaction and poor performance of the employees. In most of the public sectors as like CDD, employees work with the poor working environment and faced issues like lack of necessary I.T. Equipment, technology, furniture, etc. and these employees served their duties for a long time, i.e. 10 to 15 years in a same scale / position, their complaints / grievances are also not addressed satisfactorily which resulting employee dissatisfaction and poor performance.

Hence, CDD management should give focus on the resolution of issues in such areas that are facing by the CDD employees. So, there is a dire need to adopt factors, i.e. training and development, physical working environment, promotion & incentives and redressal of grievances as perceived in this study by the management of CDD for job satisfaction and better performance of the CDD employees so that organization can achieve its objectives /goals efficiently and effectively.

## 1.2 RESEARCH GAP

In Pakistan, no any study has yet been conducted on the CDD to highlight the issues of CDD employees and some factors have also not been perceived earlier to study the impact on the performance of the CDD employees by satisfaction. Therefore, this study helps to fill the gap, focusing on training & development, managerial support, physical work environment, promotion and redressal of grievances for the satisfaction and better performance of the employees of CDD.

Hence, upper level officers of public sectors are required to focus on the perceived factors so that they can achieve organizational goals very effective by resolving issues, i.e. lack of training and development, lack of managerial support, lack of physical work environment during a job, late promotions and unsatisfactory Redressal of grievances.

## 1.3 PROBLEM STATEMENT

The CDD is currently performing both peacetime and War time functions. Peace time functions comprise i) bomb disposal service; to protect life and property of general public, ii) implementation of fire safety measures; under Civil Defence Special Power Rules-1951, iii) impart Civil Defence Training to the General Public, employees of industrial and commercial sectors, Government and Semi Governments and students of schools and colleges, iv) Awareness Campaign regarding importance of Civil Defence, v) Holding of Mock Exercise and vi) Organizing and maintaining of Warden Service. War time functions include provision of Warning System during War, ii) provision of adequate Lighting Restrictions, iii) provision of shelters, trenches iv) other protective arrangements including civil camouflage etc.

As per detail of performance report of Civil Defence Directorate total strength of human resource is 556 out of which 381 seats are laying vacant due to relaxation of ban since long. Moreover, as per the report of the previous year 2018 approximately only 05 to 08 numbers of officers / official got training from MPDD and no officer / official was trained during the year 2019 except instructional staff. Moreover, recent promotions summary for the year 2019 shows that most of the CDD employees got promoted after 8 to 10 year gap which shows late promotions of the employees. Currently, 14 numbers of cases are under process at service Tribunals, High Courts, etc. which shows redressal of grievances of the CDD employees are being made unsatisfactorily. However, managerial support and physical work environment are being observed as lacking in the offices.

The CDD is administered by the Home Department and being considered less efficient in performing duties due to unskilled staff and non-availability of better resources / work environment. CDD had also been under questioned to be merged with any other Department like Provincial Disaster Management Authority (PDMA) or Rescue 1122 because of poor performance as compared to the other service providing organizations.

The CDD is an international organization and have immense importance for the protection of the general public in peace and war time. The past history reveals that the employees of CDD saved lives of many people during flood emergencies, occurrence of fire incidents but now the scenario has been changed as compared to the Rescue-1122 emergency service are considered better than CDD in saving lives of general public during emergencies due to

availability of records of daily incidents, quick response towards any emergency / incidents, etc. The reason behind this is that Rescu-1122 not only has a skilled labor but also has supportive management, its head of Department works as a team leader. To compete the Rescue-1122 and to perform better, CDD should give the importance of its employees' capacity building for their satisfaction and better performance.

In spite that CDD management doing their best for achieving targets and goals, it is the need of the hour for the CDD upper level management to recognize the role of the CDD employees and attention must also be made on factors such as training & development, managerial support, work environment, promotion and redressal of grievances perceived for the satisfaction and better performance of the CCD employees.

#### **1.4 SIGNIFICANCE OF THE STUDY**

According to Brueller et al. 2016 departments are working hard to get better administration practices to resolve the spongy issues. Even though, perceived factors are discussed in parts with many researchers, but studied were not carried out to see the impact on the CDD employees.

So, this study will help the management of the CDD for satisfying its employees and better performance of the CDD employees as well. This study will also help the management to understand the bad effects issues currently facing the CDD employees and to know that what factors should have to be adopted for satisfaction and better performance of the CDD employees.

This study will also help the students of business management, managers and those organizations who seek to make effective employees' performance by resolving such issues. This study will provide theoretical implications of the perceived factors for better performance of the employees by satisfying them and will also reduce issues of employees such as lack of knowledge due to inadequate focus on training and development, lack of managerial support, lack of physical work environment during job, late promotions and unsatisfactory redressal of grievances.

## **2. REVIEW OF LITERATURE AND HYPOTHESES DEVELOPMENT**

### **2.1 TRAINING AND DEVELOPMENT (T&D)**

Nassazi (2019) defined that trained employees are capable of sharing ability and enhance information through training for increasing the productivity of the department. Organizations can increase their human capital through training and development programs (Ann & Andre, 2019). Mieke et al. (2018) pointed out that for employees' quality managerial and technical capability training is very urgent and important. Tremblay et al. San Diego State University (2017) declared that periodical training and progress activities makes employees satisfied, maintained their morale and improves employee performance.

Hanyasha and Tahir (2016) labeled that training encompass different expertise and methods for using these in convinced, full and scheduled works. Tolulope & Joshua (2016) described that training impact positively on the employees' performance as it improves the employees' capabilities and helps the organization to maintain its workforce through satisfaction and encouragement. Sawyer and Gray (2016) verified that the training is an organized method of changing the work behavior of the employees in such strength that improves organizational performance.

On the other hand Gronqvist and Lindqvist (2015) recognized that training is a dumpy expression of an instructional procedure includes organized and controlled measures through this workers find out understanding and practical abilities in short objectives. Athar and Shah (2015) précised that training develops information, expand aptitude; personality, capability which results better performance and immense productivity of the organizations. Training improves employees' involvement during completion of tasks and helps them to improve the performance of the employees (Githinji, 2014). Tahir et al. (2014) noted that training is considered as forecaster that improves the competence and progress. Benson et al. (2014) uttered that employees give positive response to the development opportunities offers by the organization.

Job training improves skill and encouragement of employees during work (Hanif, 2013). Sultana et al. (2012) showed employees' performance made through training programs. Aslam (2011) found in their study that without the use of human resource firm's higher performance is not possible, it could only be possible if the organization will be able to meet the desires of employees timely. Edralin (2011) affirmed that training improves knowledge, behavior and skills of workforce to attain further goals of the organizations. Dobkowski et al. (2011) interpreted that training is a complete method of techniques and system of teaching and learning transfers to someone from the others in accordance with the morals applied to attain the probable goals.

Tremblay et al. (2010) cleared that arranging training and development program will indicate that organizations considered its employees are valuable and willing to invest in them. Ann & (2010) spoke that training and development program will specify that organizations consider its employees as valuable and eager to invest in them. Hurst and Good (2009) experimented that development improves individual working capabilities that are made to achieve the desired career of an individual.

Kropp et al. (2008) training programs are prepared as per needs analysis and on the basis of results objective, teaching material, methods of teaching and evaluation of learning outcomes are formulated. Swart et al. (2005) explained that employee higher performance made only because of good quality training programs which results employees' motivation and fulfillment of their needs. Benson et al. (2004) viewed that employees give positive response to the development opportunities offers by the organization. Ahmad and Bakar (2003) enlightened that employees' high level of commitment is achieved through training, learning outcomes and it improves performance of both individual and organizations.

Pfeffer (1994) highlighted that well-trained employees achieved targets more effectively and efficiently. Training is considered as a process of allowing employees to complete the job efficiently, thus it determined to be an important part of managing performance of human resource intentionally (Lawler, 1995, Delaney and Huselid, 1996). Gaertner and Nollen (1989) proposed that human resource practice results employees' commitment that is possible through planning and promotion, career development and training opportunities. Scott et al. (1977) debated that training makes its employees more effective and efficient and is the root of better organizational management.

H-1 Training & Development has significant influence on job satisfaction of the public sector employees.

H-1 Training & Development has significant influence on job performance of the public sector employees.

## 2.2 MANAGERIAL SUPPORT (MS)

Yushadii et al. (2019) considered that leadership style is very important for managing employees' tasks that are expressively required to enhance performance which results organizational progress. Terera & Ngirande (2014) said employees like to work with those associations to whom they believe that their attitudes, commitments and capabilities are appreciated. Muathe and Nzulwa (2013) believed employees those perceived their supervisors are committed to their wellbeing have a strong commitment to the organization. Laser (2011) cleared that managerial support deal with the process of influencing employees for achieving organizational goals. Yilmaz and Ergun (2008) deliberated managers those guaranteed achievement of goals inspire, motivate and support their employees.

Rabey (2007) avowed that manager should be a trainer, who trains employees during completion of job and managerial support improve employees' performance. Turk (2007) asserted that leader is that who makes vision, motivates employees, guide employees through the work process and maintains employees' morale. Detert & Burrell 2007; Morrison, Wheelers & Kamdar, 2011; Tangirala & Ramanujam, 2012; Venkataramani & Tagirla, 2010 investigated the importance of contextual factors, particularly the role of leaders, they played in shaping the belief of their employees that represents worth and safe.

Yukl & Becker (2006) voiced that managerial leadership impact employees' satisfaction directly through personal contact and developing of supporting policies have an indirect impact on the satisfaction of employees. Trinko (2005) sought that manages those set criteria of performance evaluation and provide fair and precise informal feedback can significantly increase the individual performance. He further assumed efficiency of work done when managers engage with their employees and support them resolving issues they have faced during the job.

Bushiri (2004) believed that employee performance can be obtained through better relationship and support of supervisors and employees. Supervisors support cause employees' performance, but if the supervisor fails to support the employees due to miss-communication between employees and delivering information or practice badly affects the performance of employees (Harris et al., 2000). Burke et al., 1992 communicated that supervisor support as to where employees feel that supervisor support, help and appreciate them at the workplace. With managerial support, employees can deal with hardship, prevail over challenges and more readily sustain a positive image of them as proficient of knowledge, development and providing them being successful. Miss-communication between management and employees for delivering information badly affect the employees' performance. To gain performance both managers and employees need to play their role with assurance and good relationship if full commitment is given will increase productivity (Blau, 1964). If full support and commitment are given to the

employees it will lead positivity which further results better performance from the employees (Blau, 1964).

H-1 Managerial Support has significant influence on job satisfaction of the public sector employees.

H-1 Managerial Support has significant influence on job performance of the public sector employees.

### **2.3 WORKING ENVIRONMENT (WE)**

Addis (2019) instructed that employees mostly spend their time in the workplace, it is important for the organization to ensure adequate working environment for its employees. Bushiri (2014) explicated that working environment contains strategy, system, society, wealth, operational connection, place, internal and exterior environmental aspects that weight the employees' performance. Sekar (2011) addressed that good excellence of the workers' operational environment affect their motivation level and then on the performance.

Bushiri (2009) held that an employee performs effectively, use their knowledge, skills and competences when they provided attractive and supporting working environment. He further said that the employee can give high quality of the organization service in order to the available resources. Bushiri (2004) presumed that provision of an adequate facility to employees is important for employees' commitment and output. On the other hand, provision of inadequate equipment and adverse working condition badly affects employees' commitment and intention to stay within the organization.

Brenner (2004) confirmed that improve working environment advances organizational productivity and employees' satisfaction. He further conversed that working environment is a free movement of exchange of ideas which motivates the employees towards higher productivity. Stup (2003) pointed out that factors such as the physical labor environment, equipment, meaningful work, performance expectations, feedback, rewards, SOP, knowledge, skills, and attitudes will cause employees to achieve performance success. Opperman (2002) exemplified that the work environment refers to all processes, systems, structures, tools or conditions that have a favorable or unfavorable impact on personal performance in the workplace. France et al., (2002) recognized that internal factors such as necessary skills, intellectual abilities and resources affect employee performance.

Opperman (2002) pointed out that the work environment is divided into three main sub-environments. Technology, personnel and organizational environment. The technical environment refers to the tools, equipment, technology and other technical or physical elements that enable employees to perform their job duties. On the other hand, the human environment includes groups, teams, leadership, and management encouraging informal interaction in the workplace, sharing and exchange of knowledge and ideas. The organizational environment includes systems, procedures, practices, values, and concepts that can be controlled by management.

Kohun (1992) pointed out that the work environment is a whole, including all current and potential forces, actions, and all other effective factors related to employee activities and performance. Brill (1992) clearly pointed out that employee performance can be improved by 5% to 10%, depending on the improvement of actual workplace design. The organization must ensure that the physical environment meets the organization's requirements to achieve a high level of employee productivity (Mohr, 1996).

H-1 Working Environment has significant influence on job satisfaction of the public sector employees.

H-1 Working Environment has significant influence on job performance of the public sector employees.

### **2.4 PROMOTION**

Wang et al. (2019) believe that promotion plays a very important role in the human resource management practice of any organization, which not only develops the career of employees, but also has long-term benefits for the organization. He further explained that those employees who were not promoted or rewarded would have negative emotions. Employees who were found to be equal or even incompetent were promoted, but on the contrary, they were still in the same position, they would believe that the company would undermine the principle of justice, which would not only lead to dissatisfaction, but also affect occupational health and reduce the intention of the organization to trust and increase turnover. Therefore, they believe that unfair promotions can lead to dissatisfaction, frustration, and even anger, as well as unhealthy behaviors, such as smoking and alcohol abuse. Therefore, an unfair promotion system may have health problems, such as work pressure, excessive pressure, job burnout, and emotional disorders. Addis (2019) originated that employees not only value financial satisfaction, but also moral satisfaction. Therefore, an organization that effectively focuses on career management (such as promotion opportunities) is important for employees.

Anastasia (2015) aware that promotion increases self-image of the workforce raises their performance, which results overall increase in income of the organization. Dessler (2013) conveyed that service oriented companies depend on the good quality workforce, management should realize that the recruiting and selection process, training, job analysis, performance management advancement opportunities promotion and other employee management are not only important but should be implemented carefully.

Wan, Sulaiman and Omar (2012) recounted that processing of unfair promotion effects negatively on the organizational commitment, career satisfaction, extra leaves and overall performance. Gopinath and Shibu (2011) established that delay in promotion have imbalanced impact on job satisfaction, while short time promotion leads to increase job satisfaction. Ma Fei and faujing (2010) acknowledged that when employees feel they are treated fairly in the organization their dissatisfaction are decreased which results saving of turnover intention. McCansland, Pouliakas and Theodossiu (2005) presented that job satisfaction has positive, strong relationship with promotion opportunities. Lin and Yang (2002) introduced that employee promotion is possible due to employee career appraisal which is based on abilities, knowledge, ineffective completion of task and time management. Brown (2001) spell out that there is lots of variables affects job satisfaction, but promotion is an important variable for employees' life and have a major impact on work.

H-1 Timely Promotion has significant influence on job satisfaction of the public sector employees.

H-1 Timely Promotion has significant influence on job performance of the public sector employees.

## 2.5 REDRESSAL OF GRIEVANCES

P. Abinaya (2020) pointed out that dissatisfaction is any dissatisfaction that affects organizational performance. He further elaborated that dissatisfaction is any real or imaginary dissatisfaction caused by the inequality experienced by employees in their work, working environment, management policies and procedures. P. Abinaya (2020, b) pointed out that unattended complaints can lead to congestion, dissatisfaction, low productivity, lack of interest in work, absenteeism, etc. as a result, employees became dissatisfied, personal and employment problems appeared. The manager should be trained to manage grievances as and when identified and resolved issues efficiently and timely (P. Abinaya, 2020, c). He directed that manger should collect appropriate and sufficient evidences while explaining grievances and remedial action also be taken to avoid reiteration of grievance. The manager's decision should be made after each action change affects existing and future policies and procedures. These policies and procedures should be analyzed and decisions made accordingly. Thereafter, follow-up measures must be taken to ensure that the appeal is fully and appropriately resolved. Managers should also make decisions quickly, ignoring facts that may harm the employees.

Dr. B. Venkateswara et al. (2020) acknowledge that if employee grievances are not resolved or not resolved, it will cause irritation, unfavorable attitudes towards management and unhealthy relationships in the organization. These dissatisfaction leads to dissatisfaction, and dealing with such dissatisfaction is called the dissatisfaction procedure. They further said grievances are effective in an organization only when it fulfills the hopes of employees. They also informed that the primary importance of the grievance procedure is to assist in minimizing dissatisfaction and displeasure which may affect the cooperation and productivity.

Naliaka et al. (2019) exposed that employees' relation is a key source of organizational performance, prosperity and sustainability. He further reiterated that good employees' relations results increase commitment, motivation and loyalty of the employees, so organization needs to develop strategies that improve performance. Kaur and Sukhmani (2019) studied that grievance means any dispute or dissatisfaction of employees due to injustice. He further steered that grievances increased due to various reasons, i.e. economic, working environment, supervision etc.

Rupali (2016) illuminated that common factors such as wages and salary, working environment, promotion, transfer, lack of communication, interdepartmental relationship etc. that arise grievances. She further, proclaimed that effective management of grievances is very essential for good employee relations and functioning the organization efficiently, fruitfully and improving good productivity of work. Zoysa (2016) concluded that grievance processes is critical for the organization, it provides communication opportunities to the employees.

Gosh et al. (2014) determined that superintendents' attitude, consumed time in giving decisions and follow up method / technique is very important for effective handling of grievances. Ngari & Agusioma (2013) made it clear that disputes due to dissatisfaction of redressal of grievances affect morale of the employees, reduce their output and finally damage the organizational performance and growth. An effective grievance system can raise employees' voices against any unfairness. On the other hand, it also gives management the courage to investigate/review cases

and find out the reasons and solutions for grievances.

Thakre (2013) predicts that those dissatisfied workers will not be able to work efficiently and lead to insufficient production. Properly addressing employee dissatisfaction can improve employee morale and productivity. Obasan (2011) pointed out that for organizational performance; management has the responsibility to resolve disputes. Meshal (2001) presumed that grievances if unmanaged makes clashes which highly negatively impact in employees' productivity and the success of the organization. Gordon (2011) produced in his study that procedural and distributive justice in grievance system is the solidest assessment instrument of satisfaction with a union due to that assurance in a good order at a workplace is the toughest predictor of satisfaction with management.

H-1 Redressal of Grievances has significant influence on job satisfaction of the public sector employees.

H-1 Redressal of Grievances has significant influence on job performance of the public sector employees.

## 2.6 Job Satisfaction & Employees Performance

Addis (2019) carried out that today job satisfaction is one of the most difficult parts that managers handled while dealing with their employees. He further estimated that factors such as promotion, nature of work, supportive colleagues, recognition, salary equitable rewards, improvement gives employees satisfaction and improves their performance. Later on BinShamailam (2016) termed job satisfaction as a way employee observed through his or her job. Hanaysah and Tahir (2016) suggested that job satisfaction is related to employees' attitude towards their work, their work conditions, and the support between leaders and employees. Thrun (2014) ruled that job satisfaction is the attitude of employees in their work. Bentley et al. (2013) is characterized by job satisfaction is a good habit of employees at work. Elnanga et al. (2013) pointed out that employees leave an organization if they are not satisfied and dissatisfaction triggered poor performance. Hira and Waqas (2012) endorsed that job satisfaction and job performance has significant relationships. Armstrong (2009) permitted that job satisfaction is the attitude and feeling people have about their job. Pushpakumari (2008) enumerated that job satisfaction significantly impact on the motivation which effects increase in productivity and also the performance of the organizations.

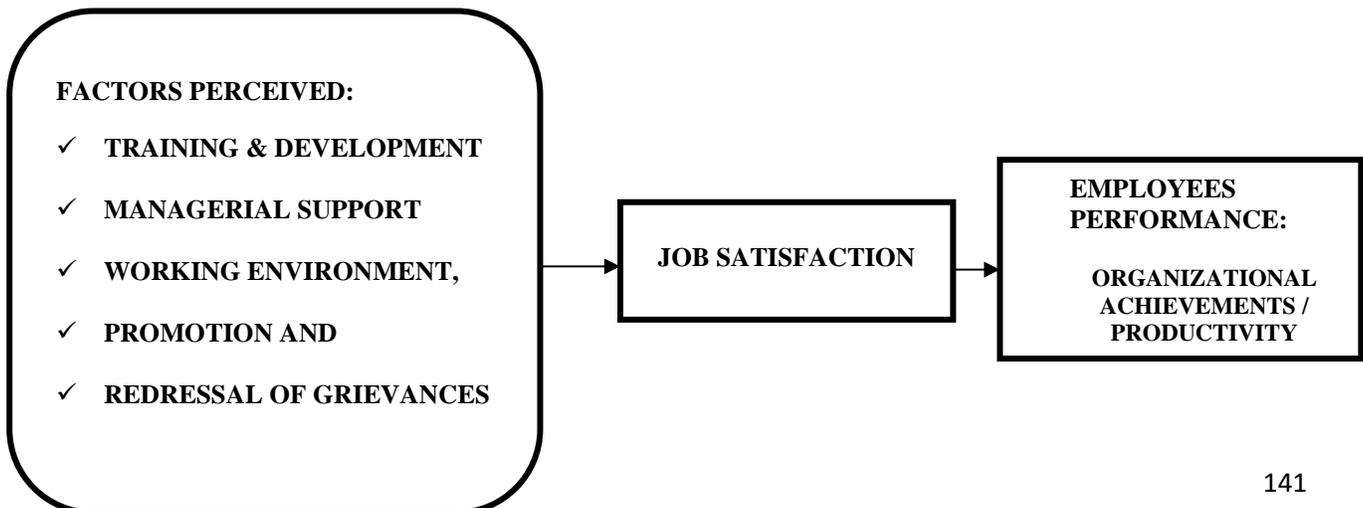
According to Bernardin (2002) employee performance means the highest outcomes that formed through specifying job activities or functions during a given period. Ivancevich (1998) examined that dissatisfaction is a major cause of employee turnover. Hawthorne dignified that employees who are satisfied will have higher job performance and those not satisfied will cause high level of job retention (Landy, 1985). Spector (1997) simplifies the level of job satisfaction that means people like their job. Locke (1976) declared that job satisfaction is a positive and pleasant state, which is caused by the evaluation of one's own work or work experience.

H-1 Job Satisfaction has significant influence on job satisfaction of the public sector employees.

H-1 Job Satisfaction has significant influence on job performance of the public sector employees.

### THEORETICAL MODEL

The independent variables were training & development, managerial support, physical work environment, promotion and redressal of grievances. The mediating variable was satisfaction and the dependent variable was an employee performance as shown in the figure below: -



### 3. RESEARCH METHODOLOGY

In this section factors perceived to influence the performance of the public sector employees with mediating effect of satisfaction is investigated. Types of research methodology, i.e. population, sample size, research questions, i.e. open ended & close ended and research instruments were incorporated.

The method used in this study is a mixed method, in which qualitative and quantitative methods are used. In this approach statistical tools were derived from getting results. In qualitative and quantitative methodology, there are different types of approach; questionnaire (open ended / close ended) was used in this methodology. Questionnaires prepared for collecting information about the importance and impact of perceived factors on employee performance. In the research methodology following research questions was aimed to be examined and asked from the selected population, i.e. employees of the Civil Defence Directorate.

1. What are the importance and influence of training & development on the satisfaction and performance of the CDD employees?
2. What are the importance and influence of managerial support on the satisfaction and performance of the CDD employees?
3. What are the importance and influence of work environment on the satisfaction and performance of the CDD employees?
4. What are the importance and influence of promotion on the satisfaction and performance of the CDD employees?
5. What are the importance and influence of redressal of grievances on the satisfaction and performance of the CDD employees?

#### 3.1 POPULATION

The employees (superintendent, assistants, clerks and class 4) of CDD were selected as a population of the study to know the importance and influence of the perceived factors on the performance of the employees.

#### 3.2 POPULATION SIZE

Data was collected from the head office of Civil Defence Directorate Punjab, Lahore.

#### 3.3 Data Collection

The prime data were collected from questionnaires while secondary data was collected from the official website of the CDD as well as performance reports.

#### 3.4 RESEARCH INSTRUMENT

Open ended and close ended questionnaires were prepared for data collection. Close ended questions were selected from the literature review of various studies.

#### 3.5 Questionnaire Structure

First part of the questionnaire contains biographical detail and on the second part; questions open ended and close ended were explained to the respondents to determine the influence of factors perceived on the performance.

In a close ended questionnaire, respondents were requested to select one option which would be best for their feelings or attitude at the given time of each question.

The elected reactions were specified in five – points:

- Strongly Disagree = 1
- Disagree = 2
- Neutral = 3
- Agree = 4
- Strongly Agree = 5

#### 3.6 SAMPLING TECHNIQUE

In this research the random sampling technique was used in which each sample has selected equally.

### 3.7 SAMPLE

Population of data collection was employees of CDD. The sample was selected from the population of branches, i.e. PA to Director, Civil Defence, PA to Deputy Director (Civil Defence), Administration, Training & Coordination, Transport, Medical and Budget branch of head quarter of the Civil Defence Directorate.

### 3.8 SIZE OF SAMPLE

100 respondents were selected as the sample size of the study; the small size was selected due to COVID-19 where the only skeleton staff was attending the office.

### 3.9 DATA COLLECTION / DATA GATHERING INSTRUMENT

Data was collected through qualitative and quantitative methodology with random sampling technique, for this purpose questionnaire open and close ended was used to gather information from the respondents.

Moreover, SPS software was used for analyzing of quantitative data. The software was used for editing and analyzing all sorts of data. Results of data expressed the acceptance and rejection of hypothesis as well as showing relationships between independent, mediating and dependent variables.

## 4. DATA ANALYSIS

Open ended questionnaire was prepared and distributed among the staff of the CDD to come to know the importance of factors perceived and the observation received from the staff on the current job performance. The following questions were shared and responses of the Civil Defence staff were given in tabular form along-with interpretation:-

### 1. TRAINING & DEVELOPMENT

#### Question # 01

Describe how you can make your job / work more effective? بتائیے کہ آپ اپنے کام کو کیسے موثر بنا سکتے ہیں

The question # 01 was asked both in English and Urdu language for better understanding of the respondents which was about the effectiveness of job / work. Responses of the employees are tabulated below:-

<i>CDD EMPLOYEES</i>	<i>OBSERVATIONS</i>	<i>RESPONSE IN %AGE</i>
Superintendents	Training programs	100%
Assistants	-Do-	100%
Clerical Staff	-Do-	100%
Class 4 employees (N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-	100%

#### Interpretation

Table # 01 shows that all the CDD employees have responded that management should arranged training programs for better performance of the employees. Responses to all of them regarding training programs were 100%.

#### Question # 02

Describe in which area you feel yourself weak and training is required for improvement?

بتائیے کہ کس ایریا میں آپ خود کو کمزور سمجھتے ہیں اور بہتری کے لیے ٹریننگ کی ضرورت ہے

The question # 02 was asked to know the weak areas of the CDD and training is required for improvement / better performance. Responses of the employees are tabulated below:

<b>CDD EMPLOYEES</b>	<b>Weak Areas</b>	<b>Remarks</b>
Superintendents	Advance English & Computer Skill	Training is required
Assistants	-Do-	-Do-
Clerical Staff	English & Advance Computer Skill	-Do-
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	Serving / Norms and Ethics for better performance in case of N/Qs. Emergency response in more advanced way	-Do-

### Interpretation

Table # 02 shows that all the CDD employees have responded that management should arranged training programs in the areas where they feel themselves weak as shown in the table above.

### Question # 03

Describe that how many times Directorate arranged / scheduled training program for your knowledge and skill development. بتائیے کہ کتنی بار ڈاءریکٹوریٹ نے اپنی تعلیم و تربیت میں اضافہ کے لیے ٹریننگ پروگرام منعقد کروائے ہیں

The question # 03 was asked to know that how many times the CDD arranged training for the employees of the CDD. Responses of the employees are tabulated below:-

<b>CDD Employees</b>	<b>Period of Training</b>
Superintendents	The CDD itself arranged no training, but 01 or 02 times training programs were attended by them through MPDD or others in the whole service as per their own request.
Assistants	-Do-
Clerical Staff	The CDD itself arranged no training, but few staff availed training from MPDD as per their own requests.
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	The CDD itself arranged no training, but few staff availed training from MPDD as per their own requests, except N/Qs who did not receive any training regarding ethics, norms, discipline and serving. They said there is a dire need for training for better performance.

### Interpretation

Table # 03 shows that all the CDD employees have responded that no training was arranged by the CDD itself for knowledge and skills development of the employees in shorter or larger period and few of them attended training from Management Professional Development Department and others as per their own requests.

### Question # 04

Describe continuous training if provided to you what will it affect in your job / work?

بتائیے کہ اگر متواتر ٹریننگ کروای جائے تو اس سے آپ کے کام کرنے کی صلاحیت پر کیا اثر پڑے گا؟

The question # 04 was asked both in English and Urdu language for better understanding of the respondents which was about to know that what will be the effects of continuous training for improvement. Responses of the employees are tabulated below:

<i>CDD EMPLOYEES</i>	<i>EFFECTS OF TRAININGS</i>
Superintendents	Training will improve our skills, knowledge and attitude.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

### Interpretation

Table # 04 shows that all the CDD employees have responded that due to training and development programs their knowledge, skills and attitude will improve which may result better performance and absenteeism as well as lack of interest during job will be reduced.

## 2. MANAGERIAL SUPPORT

### Question # 01

Describe about managerial support, is it provided during work and have given some positive aspects?

بتایے مینجیریل سپورٹ کے بارے میں کیا یہ کام کے وقت فراہم کی جاتی ہیں اور کیا اس کا کوئی مثبت اثر ہوا ہے

The question # 01 was asked to know the positive aspects of managerial support during work. Responses of the employees are tabulated below:-

<i>CDD EMPLOYEES</i>	<i>OBSERVATIONS</i>
Superintendents	Managerial support is provided during the job and have positive aspects
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees (N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

### Interpretation

Table # 05 reveals that all the CDD employees have responded that during work, managerial support is provided and has positive aspects of the performance.

### Question # 02

Describe the importance of managerial support during the job? بتایے مینجیریل سپورٹ کی کام کے دوران کیا اہمیت ہے

The question # 02 was asked to know the importance of managerial support during the job. Responses of the employees are tabulated below:-

<i>CDD EMPLOYEES</i>	<i>Remarks</i>
Superintendents	Our all issues are resolved due to managerial support.
Assistants	-Do-
Clerical Staff	Our all issues are resolved due to managerial support and required IT equipment as well as others was issued promptly.
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	Our all issues are resolved due to managerial support and required items are provided forthwith.

### Interpretation

Table # 06 shows that all the CDD employees have responded that their official issues during jobs are resolved and all required equipment / items are provided with the support of the officer.

### QUESTION # 03

Describe any personal efforts of your officer for providing facilities, e.g. availability of resources / equipment during the job? بتائیے کسی جدوجہد کے بارے میں جو آپ کے افسیس نے آپکو کام میں سہولت کے لیے کی ہوں جیسے کہ کوئی کمپیوٹر کے آلات، پرنٹنگ پیپرز وغیرہ

The question # 03 was asked to know that any personal effort is made by the officer during the job. Responses of the employees are tabulated below:-

<i>CDD EMPLOYEES</i>	<i>Period of Training</i>
Superintendents	Personal efforts for resolving any issues either associated with assignments and personal welfare / promotion is not provided by the officer.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

### INTERPRETATION

Table # 07 shows that all the CDD employees responded that no any personal support given to them from their officers for resolving issues associated with job and welfare / promotion of the employees.

### 3. WORK ENVIRONMENT

#### QUESTION # 01

Describe about your working environment? اپنے کام کرنے کے ماحول کے بارے میں بتائیے؟

The question # 01 was asked to know the working environment of the employees of CDD. Responses of the employees are tabulated below:-

<i>CDD EMPLOYEES</i>	<i>OBSERVATIONS</i>
Superintendents	The working environment was not very pleasant. Equipment such as Ups for computers, new furniture, up-gradation of PCs was not issued despite the submission of many written requests. They were using old furniture, PCs since long. They argued that computers must be upgraded, air coolers must be provided in summer days, necessary equipment i.e. CDs, USBs must be provided for data storage etc.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees (N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

### INTERPRETATION

Table # 08 reveals that all the CDD employees expressed that they were facing environmental issues which should be resolved on top priority.

## QUESTION # 02

In your point of view how much existence of working environment is important for the job?

اپکی نظر میں کام میں بہتر ماحول کا ہونا کتنی اہمیت رکھتا ہے؟

The question # 02 was asked to know the importance of working environment during the job. Responses of the employees are tabulated below:-

<i>CDD EMPLOYEES</i>	<i>Remarks</i>
Superintendents	Working Environment is very important for the efficiency, comfort and effectiveness of employee's performance. They explained that they could perform their duties for many hours if better working environment is provided by the management. They further said that management should focus on the improvement of working environment.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

## INTERPRETATION

Table # 09 shows that all the CDD employees responded that the working environment is very important and the management should give focus on the working environment for effective and efficient working.

## QUESTION # 03

In your opinion, what steps management should be taken for better working environment?

اپکی رائے میں مینجمنٹ کو کام کے ماحول کو بہتر بنانے کے لیے کیا کیا اقدامات کرنے چاہیے۔

The question # 03 was asked both in English and Urdu language for better understanding of the respondents which was about to know that what steps management should be taken for better working environment. Responses of the employees are tabulated below:-

<i>CDD EMPLOYEES</i>	<i>Period of Training</i>
Superintendents	Management should review the working environment personally by visiting the office rooms and should be fulfilled the requirements of the employees as per their official needs.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

## INTERPRETATION

Table #10 shows that all the CDD employees have responded that management should give focus on the working environment of the employees by reviewing time again and again.

## 4. PROMOTION

### Question # 01

Describe the criteria of the management for the promotion of the staff?

5. بتائیے کہ مینجمنٹ کا طریقہ کار ملازمین کی ترقی کرنے میں کیسا ہے۔

The question # 01 was asked to know the criteria of the management for promotion. Responses of the employees are tabulated below:-

<b>CDD EMPLOYEES</b>	<b>OBSERVATIONS</b>
Superintendents	Criteria of promotion at CDD are very slow, mostly promotions are made after 12 or more than 8 years of service.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees (N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

### INTERPRETATION

Table # 11 reveals that all the CDD employees responded that management gave no interest for the promotion of the staff at CDD. Most of the staff described that they have not been promoted for many years, despite requested for many times.

### QUESTION # 02

Describe about your promotion, how many years of time are served for your promotion and how many times you got promoted? اپنی پروموشن کے بارے میں بتاؤ، کتنے سال لگے پروموشن ہونے میں اور کتنی بار پروموشن ہوئی؟

The question # 02 was asked to know the importance of managerial support during the job. Responses of the employees are tabulated below:-

<b>CDD EMPLOYEES</b>	<b>Remarks</b>
Superintendents	Got promoted three times in the whole service and promoted after 8 to 10 years of service respectively.
Assistants	Got promoted two times in the whole service and promoted after 8 to 10 years of service respectively.
Clerical Staff	Few of them promoted 01 times or most of them are working on the same rank after appointment and have not yet been promoted from 8 to 10 year period.
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	It was noted that of public sector departments like the CDD class 4 employees, including N/Qs, Store Attendants and Store Coolies got promoted only time scale promotions every 10 years of service but availed for three times in the whole service. N/Qs have an opportunity to get 20% quota promotion after passing a typing test and having the intermediate degree. On the other hand, instructors and other emergency staff also revealed that they are being promoted but very slow.

### INTERPRETATION

Table # 12 shows that all the CDD employees have responded that they got promoted after passing more than 12 to 08 years of service.

### QUESTION # 03

In your opinion, what steps management should be taken for timely promotion?

اپکی رائے میں مینجمنٹ کو وقت پر پروموشن کے لیے کیا کیا اقدامات کرنے چاہیے

The question # 03 was asked to know that what steps should be taken by the management for timely promotions of the CDD staff. Responses of the employees are tabulated below:-

<b>CDD EMPLOYEES</b>	<b>OBSERVATIONS</b>
Superintendents	Management should process the case of promotion after passing two to three year period of previous promotion.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

### INTERPRETATION

Table # 13 shows that all the CDD employees have responded that promotions may be initiated every two to three years.

## 5. REDRESSAL OF GRIEVANCES

### 6. QUESTION # 01

Describe about redressal of grievances, have management resolved your grievances professionally and provide you a reasonable reply?

شکایات کے ازالہ کے بارے میں بتائیے کہ اپکی شکایت کا ازالہ مینجمنٹ پیشہ وارنہ طور پر دیا ہے اور مناسب جواب دیتی ہے

The question # 01 was asked to know that management resolved the grievances professionally and provides reasonable reply. Responses of the employees are tabulated below:-

<b>CDD EMPLOYEES</b>	<b>OBSERVATIONS</b>
Superintendents	Sometimes the management response professionally and sometimes not provides a reasonable / satisfied reply.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees (N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

### INTERPRETATION

Table # 14 reveals that all the CDD employees responded that sometimes response of the management is very professional and sometimes responses were not reasonable.

### QUESTION # 02

Describe about Redressal of grievances, have management resolved your grievances satisfactorily or you think your complaint is still not resolved up till now?

شکایت کے ازالہ کے بارے میں بتائیے کہ مینجمنٹ نے اپکی شکایت کو مناسب انداز میں حل کیا ہے یا پ سمجھتے ہیں کہ اپکی شکایت ابھی تک حل نہ ہوئی ہے

The question # 02 was asked to know that management resolved grievances satisfactorily or complaints are still pending. Responses of the employees are tabulated below:

<i>CDD EMPLOYEES</i>	<i>Remarks</i>
Superintendents	They said most issues are not resolved.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

### INTERPRETATION

Table # 15 shows that all the CDD employees responded that mostly their issues were not resolved by the management.

### QUESTION # 03

Describe that what kinds of steps required for resolving grievances by the management?

بتایے کہ مینجمنٹ کو کس قسم کے اقدامات ملازمین کی شکایات سننے کے لیے اٹھانے چاہیے؟

The question # 03 was asked to know that what kinds of steps were required for resolving grievances by the management. Responses of the employees are tabulated below:-

<i>CDD EMPLOYEES</i>	<i>OBSERVATIONS</i>
Superintendents	Genuine cases of the staff regarding promotions, transfers and others may be heard by the competent authority, i.e. the Director, Civil Defence through open discussion table / talks and their grievances be resolved under humanitarian grounds.
Assistants	-Do-
Clerical Staff	-Do-
Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-

### INTERPRETATION

Table # 16 shows that all the CDD employees have responded that grievances are resolved through open discussion tables / talks arranged weekly or monthly basis by the competent authority i.e. Director Civil Defence Punjab.

### QUESTION # 04

Describe which kinds of benefits management should be provided to your satisfaction and better performance?

بتایے کہ کس طرح کے فوائد مینجمنٹ کو دینے چاہیے سٹاف کی تسلی اور بہتر کارکردگی کے لیے؟

The question # 04 was asked to know that what kinds of benefits may be provided by the management. Responses of the employees are tabulated below:-

<i>CDD EMPLOYEES</i>	<i>OBSERVATIONS</i>
Superintendents	Factors as perceived in the study are the need of the hour and these issues are currently facing by the employees. Resolution of these issues is very important for our satisfaction and better performance.
Assistants	-Do-
Clerical Staff	-Do-

Class 4 employees: N/Qs, Store Attendants, Store Coolies, Instructors, emergency staff etc.	-Do-
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**INTERPRETATION**

Table # 17 shows that all the employees agreed that factors perceived in the study should be provided by the management for their satisfaction and better performance.

**5. DISCUSSION AND CONCLUSION OF THE STUDY**

**QUANTITATIVE ANALYSIS**

According to Leary (2004, p. 37), "Statistical analysis is used to describe the observations of observed changes in behavioral data". Therefore, the statistical analysis is incorporated to sum up and to know the solutions of the questions regarding inconsistency of the behaviors in the research.

**5.1 DEMOGRAPHICAL INFORMATION**

The questionnaires were circulated amongst 100 viewers, everyone answered the questions accordingly. The demographic data of the respondents are listed in Table 01 below. The table contains information on all respondents based on gender, age, qualifications, department name, number of employees in the department, department, appointment type, rank and salary range.

**TABLE 1**

<i>Respondents Responses</i>	<i>Frequency</i>	<i>Percent</i>
<b>Gender:</b>		
Male	98	98
Female	02	02
<b>Age (N=100)</b>		
21-30 Years	55	55
31-40 Years	45	45
<b>Qualification:</b>		
MPhil	01	1
Master Degree	03	3
Other (Please Specify)	96	96
<b>Sector:</b>		
Public	100	100
Private	0	0
<b>Appointment:</b>		
Permanent	100	100
Full time contractual	0	0
<b>Rank:</b>		
Superintendent	01	01
Assistants	10	10
Clerical Staff	60	60
Class 4 Employees	29	29
<b>Salary Range:</b>		
Below 30,000	59	59
Rs. 31,000 – 80,000	41	41

## Interpretation

Table 01 explained that out of 100 respondents those answered the questions were 98 (98%) males and 02(2%) were females. Of the 100 respondents, 55 (55%) were within 21-30 years old and 45(45%) were 31 to 40 years of age, .100 responded about their qualification: 01 (1%) was MPhil's, 03 (03%) were Master qualified and remaining had others qualifications were 96 (96%). All the respondents belonged to public sector were 100 (100%) and private were 0 (0%) and their appointment was 100 (100%) permanent and 0 (0%) was contractual. All 100 reviewers provided detail about rank, from which 01 (1%) was Superintendent, 76 (76 %), 10(10%) were Assistant, 60 (60 %) were Clerical staff, 29 (29%) were Class 4 employees. All the 100 respondents shared detail regarding their salary out of which 59 (59%) were below 30,000 and reset 31,000 to 80,000 were 41 (41%).

## 5.2 RELIABILITY STATISTIC

The Cronbach's alpha uses to determine the consistency/reliability. It can also be used for preparing multiple questions in the form of scale analysis and checking the reliability of the scale.

**TABLE 2**

<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
Training & Development (T&D)	.710	6
Managerial Support (MS)	.797	5
Working Environment (WE)	.792	6
Promotion	.711	6
Redressal of Grievances (RG)	.725	5
Employees Satisfaction & Performance	.742	7

## Interpretation

The table 02 expresses all the alpha coefficients of variables are according to the range of .797 to .708, which shows that the items have comparatively high consistency because the value are superior than the considerable acceptable range i.e. .70.

## 5.3 FACTOR ANALYSIS

The factor analysis, i.e. PCA technique converts a large number of factors into a small number of organized factors and methods of maximum rotation were incorporated to check the validity such as discriminant and convergent validity of the structure. Table 03, 04 and 05 are showing the results of the factor analysis. The KMO and Bartlett Sphericity test was used to determine either data is sufficient for further analysis or not. Moreover, sample adequacy test shows a strong relationship between variables and spheicity describe orthogonality of the work.

## 5.4 KMO AND BARTLETT'S TEST

**TABLE 3**

<i>Constructs</i>	<i>No. of Items</i>	<i>KMO Measure of sample adequacy</i>	<i>Bartlett's Test of Sphericity Chi-Square</i>	<i>Bartlett's Test of Sphericity Sig.</i>
Training & Development	3	.640	102.839	.000
Managerial Support	2	.500	174.549	.000
Working Environment	3	.721	359.303	.000
Promotion	4	.691	234.365	.000
Redressal of Grievances	5	.763	267.166	.000
Employee Satisfaction	2	.600	120.772	.000
Employees Performance	4	.742	204.953	.000

**Interpretation**

The table illustrates that the assessment of all construct is equal to the suggested adequate level that is 0.6 except managerial support, its KMO is .500 it is poor but acceptable. KMO of the Redressal of Grievances is .763 and value of Employee Performance is .742, the value of working environment is .721. On the other hand, value of promotion is .691, the value of training & development and Employee Satisfaction is .640 and .600 respectively. Hence, the KMO technique denotes the importance of factor analysis.

Bartlett’s test of Sphericity applied to check the positive relationship between the items of a construct. It is not possible to go forward with factor analysis if no relationship among the items of a construct is found. Bartlett’s test as shown in the above table contains significant values i.e. .000. In general, a p-value of Bartlett’s test in all respects is less than 0.05 give evidence against the null hypothesis. Henceforth, the results found that it is probable go on to the factor.

**5.5 EIGENVALUES AND TOTAL VARIANCE EXPLAINED**

**TABLE 4**

Construct	Components	Total	Initial Eigenvalues	
			% of Variance Explained	Cu-mutative % of variance explained
Training & Development	Comp 1	1.714	57.125	57.125
Managerial Support	Comp 1	1.666	83.311	83.311
Working Environment	Comp 1	2.269	75.649	75.649
Promotion	Comp 1	2.150	53.753	53.753
Redressal of Grievances	Comp 1	2.384	47.677	47.677
Employee Satisfaction	Comp 1	1.578	78.882	78.882
Employees Performance	Comp 1	2.133	53.332	53.332

**Interpretation**

Eigenvalues and total variance explain for the construct as shown in the Table No. 4. Training & Development with 04 no. of items has explained 57.125% variance by the observers, 02 no. of items has explained 83.311% of variance for the managerial support, 03 no. of items has explained 75.649% of variance for working environment as well as promotion and 04 no. of values were explained 53.753% variance for promotion, 03 values were explained 47.677% variance for redressal of grievances & employees satisfaction is 02 and 01 values were explained 78.82% & 53.332% variances for organizational justice, employees morale and employees performance.

**5.6 COMPONENT MATRIX**

**TABLE 5**

Items	Component
<b>Training &amp; Development</b>	
Training and development are important for quality of managerial and technical capabilities.	.735
Training and development will become a learning process for me and give me knowledge, improve my skills and attitude.	.763
Directorate must play an active role in employee development / career planning for job satisfaction and better performance.	.769
<b>Managerial Support</b>	
Managerial Support will influence me for achieving organizational goals.	.913
Miss-communication and lack of managerial support will cause dissatisfaction during job and badly affects the performance of the employees.	.913

<b>Working Environment</b>	
Better working environment will impact my level of motivation and performance.	.866
Provision of adequate facilities is important for my job commitment and better outcomes.	.888
Improve working environment will increase my job satisfaction and productivity	.855
<b>Promotion</b>	
<i>Unfair promotion will result, dissatisfaction, depression, avenges anger and unhealthy behavior.</i>	.646
Delay in the promotion has imbalanced impact on job satisfaction, while short term promotion leads to increase job satisfaction.	.733
I perform my duties with dedication but not promoted will believe that my organization is not considering my wellbeing and it will cause my dissatisfaction and poor performance.	.788
Among all variables promotion is very important for my career and would have a major impact on job.	.757
<b>Redressal of Grievances</b>	
I believe that management should collect appropriate and sufficient evidences while explaining grievances and remedial action also be taken to avoid the reappearance grievances.	.632
Common factors like wages and salary, working environment, promotion, transfer, lack of communication, interdepartmental relationships arise grievances.	.674
Disputes due to dissatisfaction of redressal of grievances will affect my morale, reduce my output and finally damage the organizational performance and growth.	.702
<b>Employees Satisfaction</b>	
Job satisfaction significantly impacts my motivation which result increase in productivity and performance of the Directorate / organization.	.888
I will perform poorly if not satisfied and want to leave the organization.	.888
<b>Employees Performance</b>	
Job satisfaction has a positive impact on my performance and goal achievement of the Directorate.	.721

### Interpretation

Factor loading of all items are showing in the table No. 05 shows. The minimum value for loading all items be supposed to be greater than 0.40 (Straub et al. (2004) on the contrary the cross loading of all items not be exceeded 0.40. The factor in the training & Development is loading .735 to .769. Managerial Support's factors are loading .913. The working Environment value of factor loading is .855 in. 888. The promotion is loading factor value .646 to .788. In addition, Redressal of grievances, employee satisfaction and employee performance are loading factors .632 to .702, .888 & .721 respectively. Therefore, the above results meet the standard of structural validity; the discriminant validity is up to 0.40 having no cross-loading of item greater than 0.40) and the convergent validity whose eigenvalues should be at least 1 and have loading up to 0.40) which shows that the collected data, that is acquired from the tool, is valid.

**5.7 REGRESSION ANALYSIS**

Regression analysis is used to determine the significant relationship of variables., that is, the perceived factors mediating variables, namely employee satisfaction and the effect of mediating variables on the dependent variable namely employees' performance.

**Table 06**

<i>Independent Variables</i>	<i>Dependent Variables (Employees Performance)</i>				
	<b>Adjusted R2</b>	<b>Durbin Watson</b>	<b>F-Statistics</b>	<b>T Ratios</b>	<b>VIF</b>
Training & Development	.002 (.034) Beta	1.833	.337	.581	1.000
Managerial Support	.002 (.033)	1.834	.326	.571	1.000
Working environment	.003 (.014)	1.833	.060	.244	1.000
Promotion	.001 (.034)	1.855	.346	.588	1.000
Redressal of Grievances	.004 (.063)	1.856	1.186	1.089	1.000
<b>Mediating as Dependent Variable (Employees Satisfaction)</b>					
Training & Development	.032 (.039) Beta	2.202	1.592	.669	1.006
Managerial Support	.002 (.039)	2.202	1.592	.674	1.019
Working environment	.003 (.073)	2.202	1.592	1.182	1.157
Promotion	.001 (.032)	2.202	1.592	.540	1.063
Redressal of Grievances	.004 (.141)	2.202	1.592	2.346	1.098
<b>Dependent Variables (Employee Performance)</b>					
Mediation Variables Employees Satisfaction	.035 (.195)	1.833	11.823	3.439	1.000

**Interpretation**

The table No. 6 is exhibiting the form summary of variables shows the values of the Beta (β), slope coefficient and regression coefficient. It illustrates that how much dependent variable (Y) changes by changing of one item in the independent variable (X). Negative Beta value shows opposite change between independent and dependent

Adjusted R square expresses the relationship in percentage as well as shows contribution of independent variables towards the dependent variables. Durban Watson must be within the range of 1.7 to 2.3 and all the values are under acceptable level. It means there is no sequential correlation. T-ratio, F-Statistics and Collinearity Statistic (VIF) were applied for checking the level of significance. T-ratio must be equal to 02 or more than 02 and represents significance level, i.e. 0.05 (showing data is corrected 95% and not sure about remaining 5%). F-Statistic shows fitness of the model and also uttered that the values given in the table is significant. VIF must be less than 10 and equal to 10, in case of more than 10 it means there is multicollinearity. The Constant Beta expresses relationships of

variables either positive or negative. Adjusted R square shows the relationships in %age and tells the independent variable contribution with the dependent variable and explicated the variance by the respondents, in the above table adjusted R square's values are positive, on the other side Durbin Watson should be within 1.7 to 2.3 so most of the values is falling within the standard. We can verbalize that there is no serial correlation.

The un-standardized coefficients give a formula where we can predict their Score (Dependent variable) Y from the X score (Independent Variable). This formula would say the best way of estimating and individual's Y scores is also based on the individual's X scores.

$$Y = a + bx$$

Like  $Y = .034 + .002 (PF)$  (Perceived Factors)

$$Y = 0.036$$

And so on.....

### 5.8 MULTIPLE REGRESSION ANALYSIS

The multiple regression analysis is tested when a variable (independent) acts directly on the mediating variable and a mediating variable influences the dependent variable and the independent variable. Independent and mediating variables are entered into the regression as independent variables to test the mediation of a variable. When the coefficients of both independent and mediating variables are significant, the mediation is referred to as partial mediation between mediating, independent, and dependent variables. If a variable such as the mediation variable coefficient remains significant but the dependent variable coefficient becomes insignificant and both are used as independent variables in the regression, the result is shown as the complete mediation of the mediating variable, the independent variable, and the dependent variable.<sup>1</sup>

**TABLE 7**

<i>Independent Variables</i>	<i>Dependent Variable (Employees Performance)</i>
Training & Development	.039 Beta (.669) T Ratio
Managerial Support	.039 (.674)
Working environment	.073 (1.182)
Promotion	.032 (.540)
Redressal of Grievances	.141 (2.346)

#### **Interpretation**

In table 07 variables (independent) and variable (dependent) comprising β and T ratios in brackets. Moreover, the table showed that managerial support, working environment and redressal of grievances contribute more to the employees' performance than other variables.

<sup>1</sup> Baron and Kenny (1986) study can be seen for further details.

**TABLE 8 MULTIPLE REGRESSION**

<i>Independent Variables</i>	<i>Dependent Variable (Employees Performance)</i>					
Training & Development	.027 Beta (.474) T Ratio	.194 Beta (3.416) T Ratio of ES				
Managerial Support		.032 Beta (.470) T Ratio	.194 Beta (3.417) T Ratio of ES			
Working environment			.022 Beta (.394) T Ratio	.196 Beta (3.447) T Ratio of ES		
Promotion				.024 Beta (.470) T Ratio	.418 Beta (3.407) T Ratio of ES	
Redressal of Grievances					.034 Beta (.588) T Ratio	.190 Beta (3.304) T Ratio of ES
Employee Satisfaction					.0200 Beta (3.515) T Ratio	.076 Beta (1.377) T Ratio of ES
<b>Adjusted R2</b>	.039	.032	.032	.032	.033	.038
<b>F-Statistics</b>	6,009	6.007	5.973	5.983	6.072	6.877

**Interpretation**

The table 08 expresses the Beta and T ratio of all variables (independent) and mediating variables (as independent variables). The promotion & incentives and employee morale show that there is a fractional mediation among promotion & incentives and employee morale, as the values of beta.027 & T ratio (.474) of training & development and value of beta .194 & T ratio (3.416) are significant (less than 0.01). In addition, the value of managerial support and employee satisfaction is significant as .032 & (.470) and .194 & (3.417) have figures less than 0.01. Therefore, remaining variables are also positive, and have fractional mediation with the dependent variable.

Therefore, the result pointed out that perceived factors are a key component of employee performance. In this study, association of perceived factors was explored towards employees’ satisfaction and their performance. Moreover, results suggested that employee’s performance increases due to perceived factors and it reduces stress among employees by employees’ satisfaction as well.

Result further agreed with the finds of researchers such as Nassazi (2019) who defined that trained employees can easily share their skills and enhance knowledge by adopting through training to increase the output of the organization, Yushadii et al. (2019) who believed that leadership style is very important for managing employees’ tasks, tasks that are expressively required to enhance performance which results organizational progress, Addis (2019) who instructed that employees mostly spend their time at workplace, it is important for the organization to ensure adequate working environment for its employees, Wang et al., (2019) who perceived that promotion plays very important role in the human resource management practices of any organization which is not only develop the careers of employees but also has a long term benefit for the organizations, P. Abinaya (2020) who articulated that grievance is any dissatisfaction that affects organizational performance. He said, in short, grievance arises when employees, exceptions are not fulfilled from the side of organization as a result, employees turn into dissatisfaction

and personal and employment issues are raised and Addis (2019) who carried out that today job satisfaction is one of the most difficult parts that managers handled while dealing with their employees. He further estimated that factors such as promotion, nature of work, supportive colleagues, recognition, salary equitable rewards, improvement gives employees satisfaction and improves their performance.

Hence, the findings emphasized that perceived factors such as training & development, managerial support, working environment, promotion and Redressal of grievances is an important element for the employees' performance.

Overall analysis showed that employees are satisfied by offering promotions to improve their performance and firms where production improves slowly are those having lower level employees for promotion.

## **Conclusion**

It is noteworthy to mention here that finding of the study expresses that factors, i.e. training & development, managerial support, better working environment, promotion and redressal of grievances perceived in the study plays an important role for the satisfaction and better performance of the Directorate as discussed in the literature review by the authors of various studies. In this study information / knowledge was received to complete the aim of the study through an open ended and close ended research question in a reasonable way but this study has certain limitations. The research was more focused for data collection only from the head office of Civil Defence Directorate and due to Covid-19 other district offices of the CDD were not selected, as well as comparative study on the Civil Defence, Rescue 1122 and Provincial Disaster Management Authority (PDMA) to know such issues of the employees can be studied in future. Moreover, the study is based on ethical consideration and the names of the observers are not mentioned.

However, quantitative as well as qualitative approach with the random sampling technique was adopted for data collection. This study provides knowledge to the students of business management, managers and those firms / organizations who seek employees' better performance and satisfaction. The results of the study show that perceived factors such as training & development, managerial support, education, environment, promotion and redressal of grievances is very important for employees' performance and satisfaction of the employees. These factors will give employees' satisfaction towards their jobs and will improve the performance of employees. Although, this kind of research will not only reduce lack of interest towards the job, but also overcome the absenteeism as well as dissatisfaction issues.

It is hoped that this study will be very beneficial and helpful for students of business management, managers and organizations by providing knowledge that how the performance of the employees can be improved by satisfaction during the job. If employees' related issues, i.e. lack of training & development program, lack of managerial support, unpleasant working environment, late promotion and unsatisfactory redressal of grievances may not be addressed by the management of public sector organizations may cause negative impacts, poor performance and productivity.

## **6. LIMITATIONS AND CALL FOR FUTURE RESEARCH**

In this study information / knowledge was received to complete the aim of the study through an open ended and close ended research question in a reasonable way but this study has certain limitations. The research was more focused for data collection only from the head office of the Civil Defence Directorate Punjab, Lahore and due to Covid-19 other district offices of the CDD were not selected, as well as comparative study on the Civil Defence, Rescue 1122 and Provincial Disaster Management Authority (PDMA) to know such issues of the employees may also be studied in future. Moreover, the study is based on ethical consideration and the names of the observers are not mentioned.

## **7. IMPLICATION**

The study is significant for the public sector departments / organizations who aimed to achieve employees' better performance by satisfaction. If public sector departments / organizations give focus on the factors perceived in this study, they would definitely achieve their targets through better performance of the satisfied. employees.

## 8. RECOMMENDATIONS

It is recommended that there is a need to brace areas such as arrangements of training & development programs for the CDD employees, focus on managerial support, better working environment, promotion and redressal of grievances of employees with satisfaction. Hence, the management of the CDD should have to give much attention towards these perceived factors for the satisfaction and better performance of the employees.

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