# Evaluating Factors Affecting Employee Job Performance in Bangladeshi Service Sector

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## ABSTRACT

Bangladeshi service sector has 52.09% contribution in the national GDP, however, the service standard and productivity gradually decreasing. The objective of this study is to identify the factors affecting the employee job performance drawing samples from courier and transport industries. Online platform was used to collect data from 370 respondents across Bangladesh and data were analyzed using structural equation model technique. Result revealed that compensation management system does not have any impact on employee job performance while participative decision-making and employee motivation were found having significant positive impact on employee job performance. The findings may assist the entrepreneurs to take positive measure for ensuring employee voice in participative decision-making and motivate the employees which in turn likely to increase employee job performance. Non-probability sampling technique might reduce the generalizability of the result. Guideline for future research is posited at the end of the discussion.

## I. Introduction

The service sector in Bangladesh is grouped into three sub-sectors such as manufacturing, service and agriculture. Among these three sectors, the service sector contributes 49.33%  in the national Gross Domestic Products (GDP) (M. S. Islam & Das, 2012). However, the contribution raised to 54.04% by the end of 2017 (Salam, 2016) and reduced to 52.85% in 2019 fiscal year (O'Neil, 2021).  Employee job performance is one of the critical priorities of service

industries, and employee also serves as a precursor of customer satisfaction. Satisfied employees act as a critical asset in industrial development, which has a crucial implication for an excellent industrial relationship. Human resource professionals often speak about employee job satisfaction and turnover intention that impact employee job performance. Entrepreneurs struggling to manage people at the workplace often activate various tools such as employee engagement in decision-making, industrial democracy and employee involvement in various industry affairs (Islam et al., 2020).

Of late, the service sector in Bangladesh, especially the courier and transport department, faces challenges in maintaining employee performance. Service sector industries' productivity is directly linked with their employees. The employees are valued as optimum resources since they provide a service to the customers. Customer's satisfaction and the net benefit from the service sector is considerably affected by employee performance. Recent declination of productivity in the service sector has grown tension among the entrepreneurs. Researchers have opined that few essential antecedents might impact the employee job performance in service sector industries. There is minimal in-depth research article available in the Bangladeshi service sector that addresses a decline in employee job performance. This descriptive study aims to objectively identify the impact of crucial antecedents on employee job performance such as company culture, participative decision-making, motivation and compensation management. This study contributes to the existing literature by examining the outcome of some essential antecedents on employee job performance in the least developed country. The structural equation model validated and tested in the service sector (in the courier and transport industry) might assist the entrepreneurs to take the necessary steps for reducing the impact of the antecedents on employee job performance.

## 2. LITERATURE REVIEW

Employee job performance has become a prime concern for the business entrepreneurs in the Bangladeshi service sector industries over the few years. Organization delegate decision-making authority, involve the employee in daily decision-making affairs, provide reward and compensation for increasing job satisfaction. Many companies assign control and influence to their workers, and as a result of this delegation, their success improves. A company that empowers its employees to make decisions improves their abilities. Employees are also involved with decision-making and other corporate decisions in high-performing organizations (Sarker & Ashrafi, 2018).

Syahreza et al. (2017) have argued that entrepreneurs should ensure employees' basic salary, provision of health benefit, and enhance social status significantly contribute to employee retention. The authors further stated that such endeavors increase job satisfaction, and employees perform better. This is because employees can maximize the fulfilment of other needs such as social and appreciation to the level of self-actualization indicated by employee performance improvement. Hoque et al. (2018) have argued that compensation management directly impacts employee job performance. The authors also

support empirical evidence of the compensation system as impacting workers' wellbeing and employee engagement.

Siddiqi & Tangem (2018) have stated that the working atmosphere is the interaction between workers of an organization and the setting in which they must act. In various industries, previous research has already identified a connection between employee performance and working conditions. The physical place, processes, strategies, laws, history, job location, and work interactions are aspects of the work atmosphere that may significantly affect how workers work. The quality of the compensation management system affects efficiency and, as a result, on employee competitiveness. Employees are both physically and emotionally fit as they live in a healthy setting.

The previous studies on the relationship between employee job performance and firm's compensation management in Bangladesh are mostly confined to the manufacturing sectors, and researchers have little interest in the service sector. Therefore, it can be anticipated that a compensation management system in the service sector might significantly impact employee job performance ($H_1$).

The mechanism by which managers empower or inspire workers to engage in corporate decision-making is known as participatory decision-making (Kim, 1999). Formal or collaborative format for participatory decision making. The level of involvement may vary from one participatory management phase to the next. This is one way for an agency to decide. The leader or boss must choose the best possible style to ensure the organization's best outcomes (Khandakar et al., 2018). Employees must be more successful and productive in their sense of belonging to an organization. Decisions are made to determine and decide a way to resolve a specific issue. Participatory decision-making is critical for increasing employee efficiency and maximizing organizational efficacy. If an optimal participatory decision-making process can be generated in an organization, it can improve worker satisfaction and morale. Managers should make every effort to achieve a balance between job characteristics, success, and incentive, resulting in happy and dedicated workers (Islam et al., 2020).

Islam & Raju (2020) have argued that participative decision-making is rarely practiced in Bangladeshi business culture, workers limited participation in the organizational decision-making has a resultant impact on productivity and employee job performance. Workers always desire to participate in decision-making, which gives them some social status and job satisfaction. Achievement, recognition, increased productivity, seek responsibility, advancement, and growth are only a few of the benefit of employee job performance that can be achieved through participative decision-making. It was found that reward and recognition (including salary and benefits), career advancement, promotional opportunities, work environment (including personal safety), leadership, relationship with supervisor or manager, relationship with coworker, stress and pressure, role clarity and job fit, empowerment, training and development, feedback, deception, and deception are all predictors of employee job performance are essentially linked with organizational culture (Gul et al., 2018; Karim, 2019; Nabi et al., 2016).

Therefore, it can be hypothesized that participative decision-making is a significant predictor of employees' job performance in the service sector (H$_2$). Motivation gives employees control over immediate job choices. Organizational culture affects employees' motivation as external factors achieving goals, planning collective activity, and organizational performance. Motivation is a term used to describe one's overall happiness with an organization's commitment to environmental concerns and reinforce the organization's sustainable ideals. As a result, employee engagement is seen as an effective response to the organization's long-term viability. People look for employee success in areas where they can invest resources to profit and trade their labor for a paycheck and wages (Enamul & Nilufar, 2018; Islam, 2020; Islam et al., 2020b).

A sense of purpose may come from belonging to a specific social community and from the job one performs, like organizational decisions made in the organization. We tailored the pieces to capture inspiration for and satisfaction with corporate sustainability on two dimensions: internal motivation and general satisfaction. The findings of the factor study revealed a single factor approach. Previous researchers have found that characteristics and beliefs had varying associations with target material and striving motivating mechanisms. Finally, values are stronger predictors of voting intention and option in many experiments (Siddiqi & Tangem, 2018). The motivation to uphold one's social groups' customs, practices, and hierarchy is expressed through organizational culture and principles. Traits are predictive variables, while attributes are motivating variables. This is a significant field of study since job success has been linked to increased job satisfaction, optimistic work values (motivation), high levels of employee engagement, and lower absenteeism and attrition rates (Nabi et al., 2017). Therefore, it can be hypothesized that motivation is a strong predictor of employee job performance (H$_3$). The conceptual framework developed for this research is presented in Figure 1.
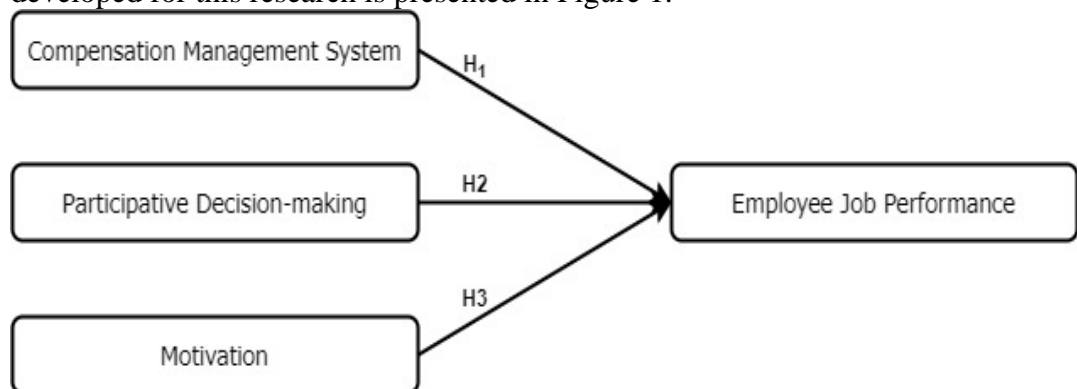


Figure 1: Conceptual framework and working hypotheses

## 3. METHOD AND MATERIALS

Science and experimental analysis are seen as the path to get to the facts where a positivist agree that there is absolute truth (Chawla & Sondhi, 2016). This research takes a positivist approach governed by the cause-and-effect

relationship of a defined set of latent constructs on the dependent variable. Deductive logic is developed to determine the cause-and-effect interaction of an organization's compensation management system, participative decision-making and motivational parameters on employee job performance in the Bangladeshi service sector (Sekaran & Bougie, 2016, p. 28).

The study population includes the employees of service sectors, namely the courier and transport sector. The size of the population would be approximately 10,000. Due to the ongoing impact of COVID-19, a purposive sampling technique was used to select the samples (Begum et al., 2020). The study samples are confined to those individuals who have access to email since physical data collection was restricted due to movement restriction imposed by the government. The researchers obtained the email address of employees of courier and transport sectors from the organization association. The sample size (n 370) was determined following Krejcie & Morgan (1970). A total of 1038 emails were sent to the samples, and 378 respondents replied with a complete research instrument.

This research employed a survey design by administrating a close-ended questionnaire for obtaining respondents' perceptions. There are two parts in the questionnaire where part one was included to get the demographics information, while part two presented the statements on the latent constructs. The questionnaire has three exogenous latent constructs: compensation management system, participative decision-making, and motivation. Besides six demographical information, there were 22 statements where the respondents were requested to provide their opinion based on a five-point Likert Scale. The research instruments are adapted from existing literature. For measuring the compensation management system latent construct, the item pool was created from the instrument used by Karim (2019) and Siddiqi & Tangem (2018). The participative decision-making instrument was adapted (Islam et al., 2020b and Islam & Eva, 2017). Motivation measurement items were adapted from (Krosnick et al., 1975).

Since the entire research instrument is adapted from current literature and redesigned to meet the respondents' peculiar socio-cultural and educational status, the researchers conducted face validity and content validity indexing (with seven experts from academic and industry). Reliability of the instrument was ensured with a pilot test with 76 respondents where the researchers have achieved .806 Cronbach Alpha that indicate enough reliability of the scale used to measure the latent constructs. The researchers have employed a paid research assistance who has collected data from the samples using online platform (email). Considering the samples' general level of education and experience, the researchers have translated the research instrument into Bangla language to genuinely provide participants' opinion without being handicapped for the language issue. The endogenous latent construct employee job performance (EJP) has five items coded as EJP_1, EJP_2, EJP_3, EJP_4, and EJP_5. There are three exogenous latent constructs: compensation management system, participative decision-making and motivation with six, six, and five items, respectively. SPSS version 25 was used to evaluate the demographical

data while the model was analyzed using partial least square structural equation modelling (PLS-SEM).

## 4. RESULT AND DISCUSSION

The reliability and validity of the survey instruments were conducted before the hypothesis test. Cronbach alpha was 908, which is above the predicted threshold (.7), indicating the instrument is reliable (Taber, 2016). Mahalanobis Distance ($D^2$) tests were used to check the multivariate outliers. The $D^2$ was 41,339 (with 22 df and p< 0.001 chi-square value), indicating no severe outliers in the data set. There is no non-response bias since the response rate is above 50%, and data were collected within three months. In the case of the common method bias test, the researchers have conducted the "Harmen Single Factor" test where a single factor has shown less than 50% (46.79%) variance—indicating that the data are free from common method biases. However, the data violated normal distribution assumptions. The skewness and kurtosis value was beyond the accepted range. Hair et al. (2020) suggested that researchers should use structural equation models centered on a partial minimum square to analyses a complicated model if the data is not usually distributed. The main attraction of PLS-SEM is that it enables researchers to test dynamic models of many structures, predictor variables and structure directions without forcing distributional conclusions on the data.

### 4.1 Demographic Profile

As shown in Table 1, the number of male respondents (n 283) is more than their female (n 87) counterpart. This distribution is not abnormal in the Bangladeshi context, where female participation in the conventional job sector is considerably less (Islam & Kalimuthu, 2020). The maximum respondent's age range is between 26 to 45 75% approximately. Such middle-aged participants are crucial for the success of the research since they represent the maximum population. The researcher could collect data from a maximum (65.1%) of full-time employees, indicating that they have a greater interest in the wellbeing of their organization.

Table 1: Respondent's demographical profile

| Demographic Variables | Description / Code | Frequency | Percent |
|---|---|---|---|
| Gender | Male | 283 | 76.5 |
| | Female | 87 | 23.5 |
| Age | Up to 25 | 83 | 22.4 |
| | 26 Years to 35 Years | 176 | 47.6 |
| | 36 Years to 45 Years | 105 | 28.4 |
| | 46 Years and above | 6 | 1.6 |
| Education Qualification | HSC and Below | 67 | 18.1 |
| | undergraduate | 89 | 24.1 |
| | graduate | 211 | 57.0 |
| | Postgraduate | 2 | .5 |
| | Others | 1 | .3 |
| Employment | Project Basis | 22 | 5.9 |

| Status | Full Time | 241 | 65.1 |
|---|---|---|---|
| | Part-Time | 33 | 8.9 |
| | Contractual | 59 | 15.9 |
| | Seasonal | 15 | 4.1 |
| Position | HP Manager | 36 | 36 |
| | Ass Manager | 66 | 66 |
| | Sr executive | 148 | 148 |
| | Jr Executive | 88 | 88 |
| | Welfare officer / Analysist / others | 32 | 32 |

### 4.2. Model Assessment Prior To Hypothesis Test (PLS-SEM)

The model is a reflective measurement model where the arrows are pointing the items from the latent constructs. Researchers often assess the measurement model and structural model separately before hypothesis test so that the data set meets specific criterion (Sarstedt et al., 2014). Hair et al. (2020) have suggested conducting confirmatory component analysis (CCA), which provide a more robust model analysis than confirmatory factor analysis (CFA). The CCA analysis is an assessment of measurement model which includes reliability and validity test and predictive relevance ($Q^2$). Reliability is tested by observing outer loadings (shown in the Figure 2, Cronbach Alpha, Composite reliability and average variance extracted (AVE) shown in the Table 2. Validity test by observing discriminant validity (indicator cross loading shown in Table 3 and hetrotrait-monotrait (HTMT) shown in Table 4) and predictive relevance ($Q^2$) shown in Table 5.

The outer loadings are above 0.708 (see figure 2) while the Cronbach A (α) are above 0.7, indicating good reliability of the items (Hair *et al.*, 2014, p.111). Table 4 shows that the composite reliability is below 1, and average variance extraction (AVE) is above .5 (Joseph F. Hair et al., 2019). All these results indicated good reliability and validity of the instrument used in the study. The structural model is assessed through discriminant validity using indicators' cross-loading and Hetrotrait-Monotrait (HTMT) criterion. As seen in Table 3, the individual cross-loading is higher than their corresponding loadings, indicating that they are sufficiently different from each other. The HTMT values are below .90 (see Table 4), indicating that the constructs discriminant validity was achieved (Joseph F. Hair et al., 2013). Predictive relevance or $Q^2$ measure the cross validity redundancy of the exogenous constructs on the endogenous constructs. As we can see in Table 5, the independent variables predict 0.808 or 80.08% predictive variance on the dependent variable; therefore, we can conclude that the measurement model perfectly meets the assumptions for the hypothesis test.

Table 2: Cronbach Alpha, Composite Reliability and AVE report

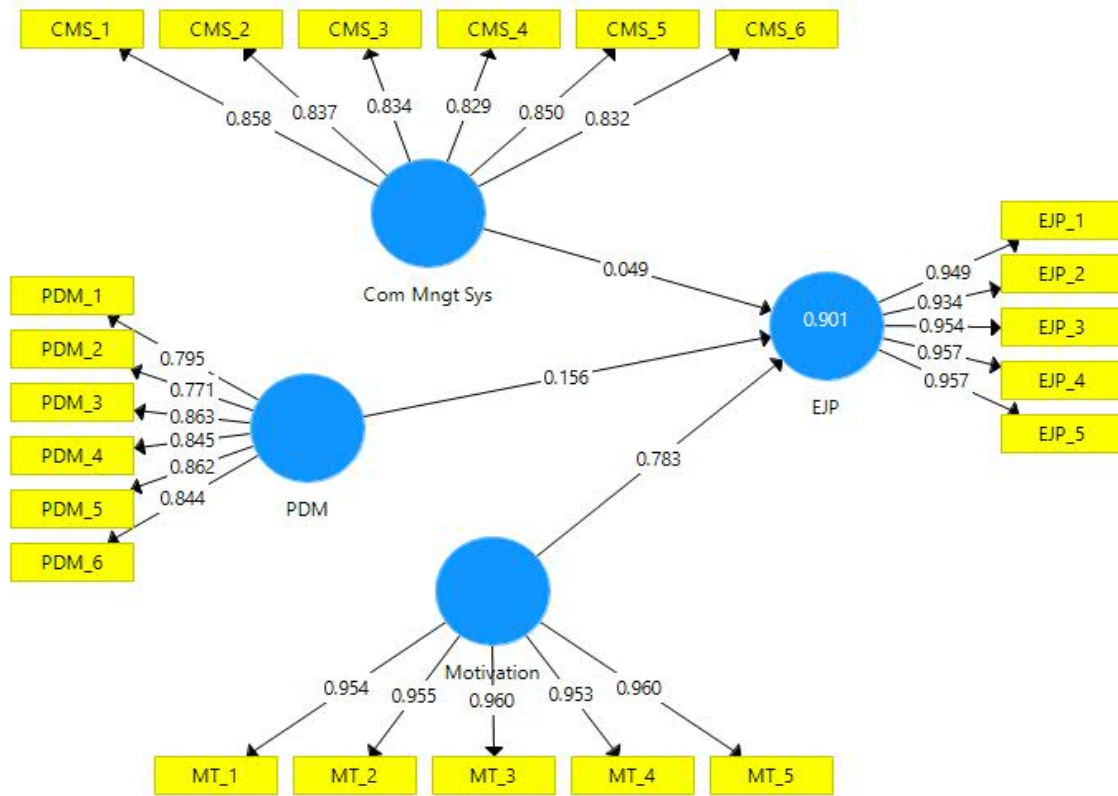| Latent Constructs | Cronbach's Alpha | Composite Reliability | AVE |
|---|---|---|---|
| Compensation Management System | 0.917 | 0.935 | 0.706 |
| Employee Job Performance | 0.873 | 0.949 | 0.803 |
| Motivation | 0.943 | 0.942 | 0.714 |
| Participative Decision-making | 0.910 | 0.930 | 0.690 |

Figure 2: Indicators outer loadings
Table 3: Indicator's Cross loading

| Indicators | Compensation Management System | Employee Job Performance | Motivation | Participative Decision-making |
|---|---|---|---|---|
| CMS_1 | **0.858** | 0.590 | 0.573 | 0.613 |
| CMS_2 | **0.838** | 0.557 | 0.550 | 0.583 |
| CMS_3 | **0.833** | 0.538 | 0.520 | 0.557 |
| CMS_4 | **0.830** | 0.544 | 0.538 | 0.589 |
| CMS_5 | **0.849** | 0.571 | 0.556 | 0.586 |
| CMS_6 | **0.833** | 0.580 | 0.571 | 0.605 |
| EJP_1 | 0.643 | **0.949** | 0.888 | 0.781 |
| EJP_2 | 0.634 | **0.935** | 0.893 | 0.774 |
| EJP_3 | 0.632 | **0.953** | 0.901 | 0.810 |
| EJP_4 | 0.650 | **0.957** | 0.901 | 0.804 |
| EJP_5 | 0.630 | **0.957** | 0.899 | 0.808 |
| MT_1 | 0.611 | **0.901** | 0.953 | 0.780 |
| MT_2 | 0.602 | 0.900 | **0.955** | 0.788 |
| MT_3 | 0.617 | 0.904 | **0.960** | 0.799 |
| MT_4 | 0.624 | 0.902 | **0.953** | 0.783 |

| | | | | |
|------|-------|-------|-----------|-----------|
| MT_5 | 0.685 | 0.903 | **0.960** | 0.809 |
| PDM_1 | 0.581 | 0.666 | **0.644** | 0.793 |
| PDM_2 | 0.518 | 0.618 | 0.596 | **0.769** |
| PDM_3 | 0.615 | 0.738 | 0.739 | **0.864** |
| PDM_4 | 0.559 | 0.700 | 0.705 | **0.847** |
| PDM_5 | 0.612 | 0.718 | 0.728 | **0.864** |
| PDM_6 | 0.606 | 0.725 | 0.702 | **0.842** |

Table 4: HTMT report

| Latent Constructs | Com Mngt Sys | EJP | Motivation | PDM |
|-------------------|--------------|-----|------------|-----|
| Compensation Management System | | | | |
| Employee Job Performance | 0.710 | | | |
| Motivation | 0.693 | 0.868 | | |
| Participative Decision-making | 0.767 | 0.889 | 0.876 | |

Table 5: Predictive Relevance ($Q^2$)

| Latent Constructs | SSO | SSE | Q² |
|-------------------|-----|-----|-----|
| Compensation Management System | 2220.000 | 2220.000 | |
| Employee Job Performance | 1850.000 | 354.305 | **0.808** |
| Motivation | 1850.000 | 1850.000 | |
| Participative Decision-making | 2220.000 | 2220.000 | |

The next step is to measure the structural model by assessing the coefficient of determination, effect size or $f^2$, the goodness of fit, and predictive validity using PLS$_{Predict}$. The coefficient of determination ($r^2$) is 0.901, and adjusted $r^2$ is 0.900, indicating that the independent variables all together have 90% variance on the dependent variable. As shown in Table 6, The latent motivation construct has the maximum effect (f2 1.881) in the model, while participative decision-making has a small effect (f2 0.066) while the compensation management system has a small effect no effect in the model. Table 7 provides the SRMR value 0.030, which is less than the threshold (0.800) and NFI value 0.946, above the threshold (0.9), representing that the model achieved the goodness of fit criterion.

PLS$_{Predict}$ is a new measurement of the structural model suggested by Shmueli et al. (2019). PLS$_{predict}$ is a holdout sample-based procedure that generates case-level predictions on items of endogenous variable. Shmueli et al. (2019) have suggested that a research model's predictive ability should be assessed as part of every research project. Researchers' capacity to make falsifiable predictions about recent findings is used to test hypotheses and their analyses' functional validity. This restrictive focus on explaining the power of a model is problematic since the best predictive model might differ from the explanatory model. The PLS prediction divides that data into training and holdout samples. A negative Q2 predict value implies the model does not predict the future very

well. As we can see in Table 8, the difference between PLS Mean Absolute Error (MAE) and linear regression MAE is negative; therefore, we can conclude that the model predicts the impact of exogenous constructs on the endogenous construct.

Table 6: $f^2$ value

| Independent Variables | Dependent Variable (Employee Job Performance |
|---|---|
| Compensation Management System | 0.012 |
| Motivation | 1.881 |
| Participative Decision-making | 0.066 |

Table 7: Goodness of Fit (SRMR and NFI)

| | Saturated Model | Estimated Model |
|---|---|---|
| SRMR | 0.030 | 0.030 |
| d_ULS | 0.233 | 0.233 |
| d_G | 0.250 | 0.250 |
| Chi-Square | 532.736 | 532.736 |
| NFI | 0.946 | 0.946 |

Table 8: Predictive Validity using PLS$_{Predict}$

| Dependent Variable Items | PLS MAE | Q²_predict | LM MAE | Difference |
|---|---|---|---|---|
| EJP_1 | 0.521 | 0.794 | 0.538 | -0.017 |
| EJP_2 | 0.537 | 0.799 | 0.542 | -0.005 |
| EJP_3 | 0.507 | 0.821 | 0.513 | -0.006 |
| EJP_4 | 0.51 | 0.821 | 0.516 | -0.006 |
| EJP_5 | 0.536 | 0.817 | 0.537 | -0.001 |

### 4.3. Hypothesis Test Using Bootstrapping Procedure

The researchers used PLS-SEM bootstrapping procedure for hypothesis tests (see Table 9). $H_1$ postulated that compensation management system practice in the organization might influence employee job performance. The study failed to reject the null hypothesis. Since the path coefficient is 0.049, t-statistics 1.787 and p-value is 0.074 (p>0.05). Therefore, the study concludes that **$H_1$ is not supported**. $H_2$ was found statistically significant with path coefficient 0.156, t = 3.982 and p=0.000. This result rejects the null hypotheses in favor of the alternative hypothesis. **Hence the $H_2$ is supported**. $H_3$ was posited that employee motivation might affect employee job performance. The result supports the hypothesis since the result shown in Table 8 indicates that β=0.783, t=5.053, while the p=.000. The study rejects the null hypothesis in favor of the alternative hypothesis. **$H_3$ is supported**. Therefore, the study confirms that motivation positively influences employees job performance.

**Table 9: Bootstrapping report**

| Path Relationship | Hypothesis number | Path Coefficient | Standard Deviation | T Statistics | P Values |
|---|---|---|---|---|---|
| Compensation Management -> EJP | $H_1$ | 0.049 | 0.027 | 1.787 | **0.074** |
| Participative Decision-Making -> EJP | $H_2$ | 0.156 | 0.039 | 3.982 | 0.000 |
| Motivation -> EJP | $H_3$ | 0.783 | 0.049 | 5.053 | 0.000 |

## 5. Discussion and Conclusion

There is a continuous declination of productivity and service provided by the service sector industries, especially in the courier and transportation industries. Therefore, this researcher posited few hypotheses for empirical test-taking sample from the courier and transport sector to determine if compensation management system, participative decision-making and employee motivation significantly affect employee job performance. Out of three hypotheses, it was revealed that the compensation management system does not have any effect on employee's job performance. This result contradicts the previous studies (Chiekezie et al., 2017; Syahreza et al., 2017), this may be since the samples do not have any clear picture of the compensation management system in Bangladesh. Participative decision-making and employee motivation were found to positively impacting employees job performance. Entrepreneurs in the service sector might give due attention to allow employees to have a voice in the decision-making process and motivate the employees by reward and ensuring job satisfaction.

This research is not out of limitation. Due to the restriction on movement, the researcher opted for the purposive sampling technique, which might limit the generalizability of the findings. The sample was drawn from the courier and transportation sector only. The impact of these variables on employee job performance might differ in other industries such as hospital and tourism.

This research has opened the door for future research in the service sector. Managements and future researchers are encouraged to advance the employee job performance in the service sector, taking some other variable such as job satisfaction, organizational culture, and factory location. Future research may also test the result of this study in public enterprises.

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