

“An analysis of various ‘Attributes of Rewards’, ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Chapter 2

An Overview of Study of Literature Reviews & Research Gaps

2.1 Literature Reviews

1. This research was made to find out the how leadership Impacts the Job Efficiency of the Employees. As we know there are three levels in any business organization Top level, Middle level and Bottom level. The performance of the of the employees at all the level depends on the efficiency of the leader. In this research it is said if leader is efficient, he will take out maximum from their Employees. And on the other hand, if leader is weak many problems will be created in organization. The result of this research was found positive and it was proved that leadership have Influence on the Job Efficiency of the Employees.

Emmanuel Ogbonna and Lloyd C Harris, International Journal of Human Resource Management, 11:4, August 2000, 766-788.

2. The challenge for businesses is to create an environment where employees understand and commit to the company’s direction, strategy and goals. A “fit for purpose” organizational structure where people understand what is expected of them and what they are accountable for, People systems and processes that drive the right behaviour, Capable leadership, a positive work environment (culture). There is a strong effect of above four factors on employees’ performance, moreover a good environment & leadership affects performance. There is strong relationship between the level of employee engagement and organizational performance. Efficient employees reported much higher levels of perceived customer satisfaction.

Douglas J. Matthews, “How Leaders Drive Workforce Performance,” Right management,2001.

3. This article presents the view that organizational performance is driven by employee’s job efficiency & employee engagement. There are some drivers for efficiency & engagement which are job, team, manager, organization. Some of the facts are as follows:

- ❖ Engagement is critical to performance and retention.
- ❖ More than 1 in 10 employees are fully disengaged.
- ❖ Dramatic differences exist in engagement levels between companies.

- ❖ Emotional engagement is four times more valuable than rational engagement in driving employee effort.
- ❖ Compensation and benefits matter more to retention than effort
- ❖ The manager is most important as the *enabler* of employees’ commitment to their jobs, organizations, and teams.
- ❖ Though commitment to the manager is not itself the most powerful driver of effort, the manager has tremendous impact on employees’ level of commitment to the team, organization, and job.
- ❖ Expand the organization’s definition of “contribution” and engage the employees who are critical to achieving business success.
- ❖ Employers must create opportunities for employees to make meaningful contributions in their work to ensure full engagement.

Bruce Rebhan, Earl Potter,” Driving Performance and Retention Through Employee Engagement”, Corporate Leadership Council,2004.

4. The main objective behind this research is to find out the impact of the leadership on the Job efficiency of the Employees. This Research was made in Spain. In this Competitive World all the organization are trying to survive in the competition and increase their Market share. But how organization will perform will depend on the Job Efficiency of Employees, which depend upon how leader deal with the Employees. So, leader plays a crucial role for the success of organization.

Here the word given is Change Oriented Leadership. It means how leader changes with the changing World. It is because he/she have to change according to the changing situation around business. The result of this Found Positive and it was Proved that Leadership has Impact on the Team Climate, which has Impact on the Job Performance and Job Satisfaction of the Employees.

Francisco Gil, Ramon Rico, Carlos M Alcover, Angel Barassa, University of Madriad Spain, “Change Oriented Leadership, Satisfaction and Performance in Work Groups”, Journal of Managerial Psychology, vol 20 no 3/4 p 312-328, 2005.

5. The Purpose of this research is to find out that empathy given by the Managers is having the Impact on the Job Efficiency of Employees or not. Today any person in the world is surrounded by lot of Problems and he needs Emotional Support. Manager is the one person who can support the Employee Emotionally also. So here it is analyzed how an emotional support from Manager Impacts the Job Efficiency of Employees.

The results of this research were found Positive and it was proved that the leader has great Impact on the Job Efficiency of the Employees. So, leader always should be in that direction where followers follow him will be Beneficial for the Organization.

William A Gentry, Todd J Weber, and Golnaz Sadri, “White Paper “Society of Industrial Organizational Psychology Conference, New York, April 2007.

6. The main focus of this Research is on the Relationship between the Leadership and the Organizational Performance. Both are the Important parts for Survival of the Organization in this tough stiff Competition one is Leader and other is Performance of the Organization. In this Research it is clarified that what is importance of relationship between leadership and Organizational performance. Various leadership paradigms are taken and analysed how it Impacts the Organizational Performance.

The four Paradigms of Leadership are taken here by Researcher to Support his Research are Classical, Transactional, Visionary and Organic Leadership. All of this leadership theories differ from one another and each one has Impact on the performance in different Way. Some Leadership approach Impacts Organizational Performance and some not.

The Hypothesis was assumed that there is relationship between Leadership and Organizational Performance. It was proved through Data Analysis that there may be any leadership style it will Influence the Performance of the Organization.

Fenwick Feng Jing, Gayle c Avery, Macquaire University, Australia, “Missing Links in understanding the relationship between Leadership and Organizational Performance”, International Business and Economics Research Journal, Volume 7, No 5, May 2008.

7. This research investigated the link between leadership and performance by analyzing various criteria of performance. There are certain factors which motivate employees to perform better in organization. The most affecting factor of organization performance is leadership. Secondly, employees should be given good remuneration. Employees should be able to share job related problems as well as personal problems. The steps taken by leader to improve performance of employees. Leader is consistently trying to improve the performance. Leader should be able to raise profit of organization. Leader should create harmony between the members and take feedback from employees. Leader should give opportunity for employees’ growth and exercise positive leadership to improve organizational growth.

Fred O. Walumbwa, David M. Mayer, Peng Wang, Hui Wang, Kristina Workman, Amanda L. Christensen ,” Linking leadership to employee performance”, Organizational Behavior and Human Decision Processes, 9 November 2010.

8. This research is done to find out authenticity of leaders and how it positively Impacts the Performance of the Organization. The real leader will always focus on the benefit of the organization and not on the Personal Benefits. Research is done on the basis of the certain qualities which employees do find in their leader He should have good Personal values and morale so he can guide his Sub-ordinates Very Well.

The result of this research was found that leader have great Influence on the Performance of the Organization. So before acting he should analyse what he is doing because it will Impact the performance of his followers.

Shahid Nawaz khan, PHD Scholar, Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan, “ Impact of Authentic Leaders on Organizational Performance”, International Journal of Business and Management, vol 5,No 12, December 2010.

9. Leadership is commonly seen as an important variable affecting organizational performance. While the concept has been extensively studied, there is still much to be discovered regarding how leadership affects variables such as organizational culture, climate, and performance. The purpose of this chapter is to provide guidance to human services managers, consultants, and researchers regarding the ways in which leadership can improve the performance of human services organizations. Leadership can, to a large extent, affect management capacity through the design of organizational systems. In this model, job efficiency is seen as an intermediate outcome that can also affect an organization’s effectiveness.

Thomas Packard,” Leadership and Performance in Human Services Organizations”, Managing for performance,2011.

10. Job performance is one of the most important dependent variables and has been studied for a long time. Borman and Motowidlo identified two types of employee behaviour that are necessary for organizational effectiveness: task performance and contextual performance. They divided performance into task and contextual performance. *Task performance* was defined as the effectiveness with which job incumbents perform activities that contribute to the organization’s technical core. *Contextual performance* was defined as performance that is not formally required as part of the job but that helps shape the social and psychological context of the organization.

Transformational leaders motivate their followers to perform beyond expectations by influencing them to pursue higher and convincing followers to replace their self-interests with organizational interests.

The results of the study indicate that leadership has a direct effect on job performance of employees. It also affects employees’ work engagement and organizational performance.

Korkaew Jankingthong and Suthinee Rurkkhum,” Factors Affecting Job Performance”, Silpakorn University Journal of Social Sciences, Humanities, and Arts Vol.12 (2) : 115-127, 2012.

11. This research paper study makes theoretical contribution by explaining the relationship among transformational leadership, work environment and employee performance. Organizations today considers employees as top most priorities. A lot of effort has been put to attain, retain, motivate them. Organizations are finding new ways of working and key to success is competitive workforce. The way in which employees accomplish organizationally set goals and relate their interpersonal behaviour to the organization norms is called employee performance. Employee performance was found to be related to many factors like openness to experience, sharing job related problems, emotional stability, good leadership, etc. The results reveal positive and significant impact of transformational leadership and work environment on employee performance. Moreover, the work environment was also found to play a mediating role in the relationship between transformational leadership and employee performance.

Rabia Imran, Afsheen Fatima, Arshad Zaheer, Imran Yousaf and Iram Batool, “How to Boost Employee Performance: Investigating the Influence of Transformational Leadership and Work Environment”, Middle-East Journal of Scientific Research 11 (10):pg. 1455-1462, 2012.

12. The analysis in this research is of relationship between rewards and employee’s performance in commercial banks in Bangladesh. Also, here the analysis is made of relationship between extrinsic and intrinsic rewards. The study explored what are the actions needed to be taken by them which would prosper high performance culture in organization. This study is done to explore various factors of extrinsic and intrinsic rewards that paves the way for enhancing employee performance. A total of 200 questionnaires was completely answered. To get information on demographic variables descriptive statistic-based frequency tables and graphs were used. To investigate the results descriptive statistics were used, which was followed by inferential statistics. The result indicated that there is significant relationship between rewards and employee performance.

Serena Aktar, Muhammad KamruzzamanSachu, Md. Emran Ali, “The impact of Rewards on Employee Performance in commercial banks of Bangladesh: An

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Empirical study”, IOSR journal of Business and Management, ISSN: 2278-487x, Volume 6, Issue 2, Nov-Dec 2012, PP 09-15.

13. This research is conducted to find out the Impact of Ethical behaviour of leader on Job Efficiency of the Employees. It is because according to researcher Ethics is one of the Most Crucial factors in a leader that will influence the Performance of the Employee. If the leader does certain unethical things in an organization other employees will also perceive this and they will do the same which will create much serious problem for the Survival of the organization. This research explains how an ethical leader positively Impacts the Job Efficiency of Employees and what are the thing that a leader should develop to behave Ethically. In today’s Business World the competition has increased to a great extent and ethical behaviour is necessary to survive. The findings of the research where positive & it was concluded that leader have influence on the Job Efficiency of Employees.

Shukurat Moronke Bello, Lecturer, Department of Business Administration and Entrepreneurship, Bayero university Kano, Nigeria, ”Impact of Ethical leadership on Job Efficiency of Employees” International Journal of Business and social Science, vol 3, No 11, June 2012.

14. The aim of the study is to find out the impact of leadership behaviours on organizational performance. The main objectives of the study were to find out the concepts and types of leadership behaviours and investigate the impact of leadership behaviour on organizational performance. The results driven from the research showed that there is a strong impact of leadership behaviours on organizational performance. The study indicates there is positive impact of leadership on organizational performance especially charismatic or transformational leadership matters the most. Nowadays organization are following both the approaches of transformational as well as transactional leadership to achieve high growth.

Anees Ullah Karamat,” Impact of Leadership on Organizational Performance “International Business, University of applied sciences, 2013.

15. This research analyses how and in what way relationship exist between leadership and employee productivity. The focus here is on relationship between effective leadership and elegance, impact of employee motivation on organization productivity. Leadership holds important position in driving employee performance in any organization. Here the population for study was labour force working in Nigeria. One of the ideas developed from this research was that there should be proper mix of management planning & practical leadership to get employee’s best productivity. Ultimate conclusion was effective leadership is needed to drive workforce towards organizational goal.

Oladipo Kolapo Sakiru, Jamilah Othman Aliyu Yero, Mohammed Abdullahi, Narges Kia, “Relationship Between Leadership & Employee Productivity in An Organization”, IOSR Journal of Business and Management (IOSR-JBM), Volume9, Issue 4(Mar-Apr 2013), PP 62-66, E ISSN:2278-487x, P ISSN:2319-7668.

16. Leader is the one who lead the organization from the front & guide workforce towards achieving organizational goal. In modern organization it is generally found that employee leave the leader not the organization. Employees spent major part of day in organization. So, it is responsibility of leader to make them comfortable. The aim behind this study is to see impact of leader on employee’s engagement. The approach of the leader makes or breaks employees stay in organization. In traditional approach the focus of leader was on customer engagement rather than employee engagement, which has to be changed now because employee engagement will automatically give customer satisfaction. Here trust between employee and leader is necessary, for which two-way communication is important. At the end it was concluded that employee leave leader not organization. So, leader have much influence on employee’s engagement in organisation.

Swathi S, “Impact of Leadership on Employee Engagement”, International Journal of Marketing, Financial Services & Management Research, Vol 2, No 5, May 2013, ISSN:2277-3622.

17. The research done here is to examine relationship between rewards, job satisfaction and employee performance. Rewards here are basically bifurcated into two types that is intrinsic and extrinsic rewards. Various Intrinsic rewards are Empowerment, Identification & Appreciation and Delegation. On the other hand, Extrinsic rewards are Pay, Promotion, Bonus and Fringe benefits. In current business environment management face lot of challenges in maintaining and retaining employee, so they should focus on giving employee Job Satisfaction through justified rewards. Analysis showed that both of this have impact on different emotions(dimensions) of employees. It was found that rewards have much impact on employee’s job satisfaction which in turn effects employee’s performance. This study comprises of new framework, which mediates the role of job satisfaction.

Payam Gohari, Ali-Kankar, Seyed Jafer Hossinipour, Mahmood Zahoori, “Relationship between Rewards and Employee Performance: A mediating role of Job Satisfaction”, Interdisciplinary Journal of Contemporary Research in Business, Vol 5, No 3, July 2013.

18. Stress is the interesting topic for the researchers to study as stress can be of many types. Because of stress many employees and people face issues in their health and health problems arises. Stress is the root cause to the health issues. At workplace stress is the most common subject which is equally faced by all the employees. Without stress sometimes work can’t be performed. It means sometimes laziness in work is seen and then for the work task stress and tension arises to complete it. But no stress can make your health better and make your life worth it. Taking stress in work sometimes can make your work spoil and at the end it is only pressure and tension to complete it. Stress is the danger for the mind. Upto some limit it is okay but when the limit extends disease starts entering into the body. From all the stresses work stress is said to be the danger stress. As employees work day and night in stressful life and their health gets affected. There is no time left sometimes to eat proper meal and their body starts absorbing energy. Stress can change your life from happiness to sadness as its not at all good in many ways. Stress word is itself a negatively spoken word. Taking stress at work place can

cause to heart attack to employees. And if some person is already suffering with some kind of disease, then for them it is like warning. So, findings say that taking stress is not good and one should complete their tasks on time and peacefully.

Anderson , Types of Stress “Job Stress on Employee Performance, International Journal of Business vol 6 Issue 2,2014.

19. The motto behind this study is to analyse relation between leadership & level of job satisfaction experienced by employee. Leaders is the one who execute various plans & motivates the employees. On the other hand, job satisfaction is inner happiness of employee while doing work. Importance of human resource has increased in global market, which insist organization to focus on certain factors like leadership, organization culture and Job satisfaction. Questionnaire was used for the purpose of study. In this research, final results where leadership style should be proper mix of employee’s demographic & individual characteristics which give job satisfaction to employees.

Dimitrias Belias, Athanasios Koustelios, “Leadership & Job Satisfaction-A Review”, European Scientific Journal, March 2014, Vol 10, No 8, P ISSN:1857-7881, E ISSN:1857-7431.

20. Employees are the most important asset for organization’s growth and productivity. They spend major time of the day in the organization also they bring different values they have experienced in their life. Different employees from different sections of the organization frame the organization culture. This study examines impact of organization culture on employee performance on apparel industry in Sri Lanka. It is very necessary for management to maintain culture to improve employee’s productivity. Here study was made of impact of independent variable organization culture on dependent variable organization performance. For data collection both primary and secondary source were used. Questionnaire was used for collection of primary data. To test consistency of data collection instrument Cronbach’s coefficient alpha was used. It was found that organization culture & employee performance are positively associated.

R S Weerarathana, “The Relationship Between Organisational Culture and Employee Performance: Case of Sri Lanka.” International Journal of Scientific & Engineering Research, Volume 5, Issue 8, August 2014, ISSN:2229-5518.

21. In today’s competitive scenario, banking industry is facing much problem regarding selection and retention of right employee. The importance of human resource has increased to great extent in order to achieve organizational goals. High efficiency and effectiveness are necessary and also motivation of human resource for organization to achieve their desired result. In order to achieve organizational goal, employee should work with their full efficiency which can be achieved through proper rewards. Here empirical study is used based on survey method. Primary and secondary data both were used for the purpose of the study. Convenience sampling was used for data selection. This study aims to find out relationship between rewards, Motivation and Job Satisfaction of employees. It was ultimately concluded that there exists highly positive relation between Rewards, Motivation and Employee Performance.

Dr. T. Usha Priya, Mr. T. Shakthi Eshwar, “Rewards, Motivation and Job Satisfaction of Employees in commercial banks- An investigative analysis”, International Journal of academic research in Business and social sciences, Vol 4, No 4, April 2014, ISSN 2222-6990.

22. The purpose behind this study is to analyse role of various dimensions of organization support like leader’s behaviour supporting sub-ordinates, organizational equity and participation in decision making in improving employee’s performance. 175 Employees working in Jordanian maritime transport company were taken as sample out of which 130 employees have replied. Questionnaire was used for the study, which was developed on basis of previous literatures. SPSS was used to analyse the data collected. Regression analysis was applied to examine the impact of independent variable Leader’s Behaviour, Organizational Equity and participation in decision making on dependent variable Employee Performance. Final result was that there is significant role of organization support in improving employee’s performance.

Azzam Abou Moghli, “The Role of Organizational Support in Improving Employee’s Performance.” International Business Research, Vol 8, No 2, 2015, ISSN:1913-9004, E ISSN:1913-9012.

23. It is always said that there should be match between employees’ skills and organization’s job requirements to have positive outcomes. Person-organization fit will increase the productivity of both employee and organization. This study examines impact of person-organization fit and supervisor support on job satisfaction of employees and also analyses whether supervisor support play mediating role between person-organization fit and job satisfaction. Two research model were developed for the purpose of this study. Survey method was used to collect the data in this research. Relational and descriptive models which are methods of quantitative research are used to examine research models. After analysis it is concluded that person-organization fit and supervisor support have positive impact on job satisfaction of employee, while supervisor support does not play any mediating role.

Guney Cetin Gurkan, Sule Aydin Turkelturk & Derman Kucukaltan, “The Mediating Role of Supervisor Support in The Effect of Person-Organization Fit on Job Satisfaction in Hospitality Enterprises.,” Journal of Tourism and Hospitality Management, Vol 3, No 2, Pp 15-37, December 2015, ISSN:2372-5125(Print), ISSN:2372-5133(Online).

24. Globally connected markets characterized by competition, technology, Advanced communication system and open access to financial markets have made difficult for organization to attract and retain qualitative workforce and keep them highly motivated. The background behind this study is to find relationship between rewards system and employee performance exists or not. More deeply, the idea is to find impact of intrinsic and extrinsic rewards of Employee Performance. The instrument used to administer employees of commercial banks in Awka Metropolis is Likert scale questionnaire. Two-way Anova technique, regression technique and descriptive statistics was done to have analysis of questionnaire. The findings

indicate that there is totally different impact of intrinsic and extrinsic rewards on performance of employees.

Nnaji-Ihedinmah, Nnadoziechijioke, Egbunike, Francis Chinedu, “Effect of Rewards on Employee Performance in organizations: A study of selected commercial banks in Awka Metropolis,” European Journal of Business and management, ISSN 2222-1905(paper), ISSN 2222-2839(online), Vol 7, No 4, 2015.

25. Continuous organizational change has in current business environment have highly impacted employee’s subjective wellbeing. Here the study is made to examine relationship between social support at workplace and employee’s subjective well-being. For these study 15 farmers association were contacted in Taiwan. Different criteria like supervisor support & co-workers support as independent variable and employee performance as dependent variable. Total of 1350 questionnaires were distributed and out of them 939 were properly filled. All responses were collected by using 6- point scale questionnaire. To test the hypothesis structural equation modelling using AMOS computer programme was employed. Final results were supervisor & co-worker support have positive influence on employee subjective well-being with mediating role of self-efficacy.

Paul Chou, “The Effects of Workplace Social Support on Employee’s Subjective Well Being”, European Journal of Business and Management, Vol 7, No 6,2015, ISSN:2222-1905(Paper), ISSN:2222-2839(Online).

26. This study examines impact of social support on job satisfaction and well-being of high schools’ military instructors. Here researcher feels that job satisfaction will have mediating effect between social support and well-being. Total of 396 questionnaires were distributed and & 289 were properly filled which was used for study. Likert’s five-point scale was adopted as scoring scale. SPSS18 was used to analyse the scale reliability, to test data, Descriptive statistics, regression analysis and correlation analysis was used to test data results. The study results were found that social support have impact on job satisfaction which have impact on employee’s well-being.

Shu-Hung Hsu, Kuo-Chung Huang, Kuo-Sue Huang, “The Relative Study of Social Support, Job Satisfaction & Well Being Military Instructors-The Case of High Schools Military Instructors in Yunlin, Chiayi and Tainan Districts of Taiwan.”, The Journal of International Management Studies, Volume 10, Number 1, February 2015.

27. Peer support is the most important thing nowadays in the organization as from this support one can achieve the goal and individual success easily. Peer and colleagues are the people who can tell you what is right and what is wrong in the organization. What to do and how to do can be guided by colleagues easily if they are known to organization. Also, sometimes the reference of peer and subordinates are given as a person if we know them and how they will be working for the organization can be said by them. They play very important role in our resume and can be contacted further for more details. They are said to be internal part in your success story. They coordinate the way no one can coordinate in your goal achievement. The results says that there is a positive relation between peer support and transfer of leadership training.

Yaghi et al, “The role of supervisor and peer support in training transfer in institutions of higher education, international journal of training development, ISSN 1360-3736,2015.

28. This study aims to examine those different practices adopted by leaders and its impact on Employee Performance. This study took place in state of Georgia in united states in telecommunication organizations. The four perspectives here taken into account are employee-oriented perspective, Performance perspective, Process perspective and learning & growth perspective. In this study, 10 managers were selected who had minimum 2 years of experience as a customer service manager. Here study is done through qualitative method and phenomenological research design was used with open interviews, content analysis and theory generation. To ensure the validity of study , pilot study of two participants was done. It was finally concluded that leader should create such working environment which increase employee understanding, engagement and communication.

Karl Thompson, Jon K Webber, “Leadership Best Practices and Employee Performance: A phenomenological Telecommunication industry study,” Global Journal of Business Research, Vol 10, No 1, 2016, PP 41-54, ISSN print 1931-0277, ISSN online 2157 0191.

29. Stress word affects in each way. People nowadays especially youngsters take so much of stress in each area. Without stress each and every work is incomplete. As work-related tension is the tension which is indescribable. The targets in job or say the organization gives so much of stress that employees at last just quit the job. The work area should be peaceful and stress free. There should be week days off so they can relieve all their stress. The stress affects in the performance of the employees and also in the organizational goals. It also affects the health of the employees mentally and physically. Employees work affects in the organization when they are stressed and mentally disturbed. The work load makes the employees lazy. There should be maximum time given to the employees to perform their tasks on time and if not then they should be explained that way there is no incentives or salary will be decreased and then they will work effectively and efficiently. Stress makes the life hell and it is termed as dangerous effect in mind and body. The health gets affected that way it can't be maintained properly. The side effects of stress are impacted in organization and goals of the organization stays on side. The findings says that stress have a great impact on business and employee's performance.

Mimura and Griffiths, “Impact of stress on Job Performance, Impact of Job-related stress on Employee Performance, Journal of Business Management, Vol 16 ISSN 2319-7668, 2016.

30. In this article, study is made to examine influence of different types of rewards on performance of employees. Various types of rewards like extrinsic, intrinsic, social and rewards mix are taken into account here. Here the sample size was 250 workers out of total target population of 513 workers of unified mining company (Jordan). For data analysis descriptive and inferential statistics were used. Pearson product moment correlation coefficient (r) is used as inferential statistics to

determine relationship between independent variable and dependent variable. Here independent variables are different reward types and dependent variable is employee performance. The findings were that, that there is significant relationship between rewards and employee performance. Another analysis from this was management should be very concerned about issues of rewarding employees.

Mohammad Raja Salah,” The influence of Rewards on Employee Performance”, British Journal of Economics, Management and Trade, 13(4):1-25,2016, ISSN: 2278-098x.

31. Job enrichment is one of the important tools that can be used to cherish employee’s performance. Here 3 elements of job enrichment are given importance i.e., task significance, task identity and skill variety which can improve the performance of employees effectively. This research studies impact of job enrichment on employee’s performance in IT industry of employees working in Robert Bosch India Ltd and cognizant technology services in KGISL campus, Tamilnadu. Survey research design was used and self-designed questionnaire was used to collect the data. 250 Questionnaire was distributed out of which 151 responses were properly received. Reliability of questionnaire was checked through Cronbach’s Alpha. To compare the loyalty Day and Night shift Employees Z test and T test were applied. The research reveals that among all job enrichment factors task identity contributes more towards enhancing performance of employees.

S Divya, Dr S R Pujar & Dr K Sangeetha, “Job Enrichment and Its Impact on Employee Performance in IT Industry”, Asia Pacific Journal of Research, Vol 1, Issue XLIV, November 2016, ISSN(PRINT):2320-5504, ISSN(ONLINE):2347-4793.

32. The objective behind this study is to identify impact of different leadership style on employee performance. A five-point Likert scale questionnaire was used to examine 100 respondents from private organization. Convenience sampling technique was used to select the sample. Analysis was made through SPSS Software in which Normality test, Demographic Analysis, Reliability Test,

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Regression and Descriptive analysis were done. Independent variables are Demographic, Autocratic and Laissez-Faire leadership style and Dependent variable is Employee performance. His explanatory research and quantitative method are used for study. Here descriptive statistics and regression co-efficient showed that Employee Performance have significantly positive relationship with democratic leadership style and laissez faire style and have negative relationship with autocratic style. At the end it is concluded that organization need highly capable leaders to guide the employees.

Abdul Basit, Veronica Sebastian, Zubair Hassan, “Impact of Leadership style on Employee Performance (A case study on a private organization in Malaysia)”, International Journal of accounting and business management, Vol 5, No 2, November 2017, ISSN 2289-4519.

33. This study carry research to explore relationship between social support, occupational stress and performance in agriculture research employees in Hyderabad metro. Total number of respondents were 300 out of which 200 were male and 100 were female. Different stress factors were studied like employee workload, role overload, role ambiguity, work environment and peer behaviour. On the other hand, social support factors were co-workers, emotional support and instrument support. Here questionnaire was used for purpose of study and it consist of various statements on occupational stress, coping factors, socio-demographic etc. Cronbach’s Alpha was used to measure reliability of instruments. Bivariate logistic analysis and multinomial logistic regression analysis were used to analyse the data. The result suggested that occupational stress have significant impact on employee stress and to overcome this they need social support contribution from all the components.

Chinthalapati Mamatha, Kdv Prasad, “Employee Performance A Function of Social Support and Coping: A Case Study with Reference to Agricultural Research Sector Employees Using Multinomial Logistic Regression”, IOSR Journal of Business and Management (IOSR-JBM), Volume 19, Issue 2 Ver VI (November 2017), Pp 12-21, E ISSN:2278-487x, P ISSN:2319-7668.

34. As the importance of Human Resource has increased various studies have been made on impact of reward and recognition schemes on employee performance and motivation. This study was done to find out impact of reward and recognition on employee performance. In this study the impact of work environment and leadership styles on employee performance was also analyzed. A total of 360 questionnaires were distributed out of which 332 were duly answered. Descriptive research design was used to assess the impact of reward and recognition schemes on employee performance. Multiple regression and inferential statistics (Pearson correlation analysis) were applied to process the data. At the end result was significant positive relationship between Reward, recognition and employee performance. Besides this it was also observed that there is positive relationship between independent variable, Reward and dependent variable, Job Performance. *Daniel NjayaNdungu, “The effect of Rewards and Recognition on Employee Performance in Public Educational Institutions: A case of Kenyatta University, Kenya”, Global Journal of management and business research, Volume 17, Issue 1, 2017, Online ISSN 2249-4588, Print ISSN 0975-5853.*

35. Leadership is the most important factor in turning employees’ attitude and behaviour. Organization needs employees who are committed to work which can help to cover the market place. Here emphasis is on how manager can generate effective leadership style to generate employee performance. The purpose here is to examine effect of different leadership style on employee performance. Here the population of the study was managers of medium and large sized private enterprise. Quantitative method was used for the purpose of research. Questionnaire was used to collect the data & statistical tools of social sciences was used to analyse the data. Correlation and regression analysis was also done. and Final results concluded that transformational, autocratic and democratic leadership style have positive influence on employee performance. *Liridon Veliu, Mimoza Manxhari, Visar Demiri, Liridon Jahaj, “The Influence of Leadership Styles on Employee’s Performance”, Vadyba Journal of Management, 2017, No 2, ISSN:1648-7974.*

36. Human capital is the most important asset in current competitive business environment. It is necessary for organization to have motivate and committed workforce to achieve goals. Otherwise, they may leave the job and join the other as there are many available in the market. This study examines how improper reward system leads to employee turnover intention. This includes 5 independent variables (remuneration, cash incentives, work life balance, supervisor support and employee recognition) and their relation with employee turnover intention of non-executives in logistics industry. Pearson correlation coefficient at 0.01 significant level is used to study the hypothesis. At the end it was concluded that, both financial and non- financial rewards have high impact on turnover intention, so it should be structured properly.

M.V.S. Mendis, “The impact of Reward system on Employee Turnover intention: A study on logistics industry in Sri-Lanka,” International Journal of scientific and technology research, Volume 6, Issue 9, September 2017, ISSN 2277-8616.

37. In any type of organization, employees are not directly connected with management, but they are in direct touch with immediate supervisor. So, they have major role to play in influencing employee’s performance. The study here examines relationship between supervisor support and employee job satisfaction with a moderating role of fairness perception which means employee’s view regarding rewards which they are getting against their work. The results show that supervisor support can enhance job satisfaction of employee’s which would enhance further if employees feel that they are rewarded fair in accordance with their work.

Mohammad Asif Qureshi, Dr. Kamal Bin Ab Hamid, “Impact of Supervisor Support on Job Satisfaction: A Moderating Role of Fairness Perception”, International Journal of Academic Research in Business and Social Sciences, 2017, Vol 7, No 3, ISSN:2222-6990.

38. From the author’s point of view leadership is said to be the process on which the goal is achieved. The common goal is perceived by the leader and its team members but the result is calculated on the individual basis so that no biasness is

seen. Leadership is that ship which doesn't sink but it makes the organization more powerful with the creativities carried in the work tasks. Leaders are said to be the leaders because they rely upon their own power and they also have the power to support others. They create the legitimate power and build the relations with the employees and interact with them politely and there is the way they know how to deal with the employees and make them work actively. The findings says that leaders have the contemporary power which can reach the path of success.

Northouse, “Open Journal of Leadership, Leadership Styles and Employee performance, 183, ISSN 2167-7751,2017.

39. In today's competitive era, business environment has become very dynamic and to survive in this organization, a firm needs competitive and motivated workforce. Reward structure of the organization plays a vital role in motivating the workforce. This study examines relationship between rewards and employee performance in Indian Oil Corporation (Patna region). The respondents included here are at Managerial level in the Organization. To get information on demographic variables descriptive statistic-based frequency tables and graphs were used. The result was followed by inferential statistics after descriptive statistics. A total of 115 questionnaires were distributed out of which 102 questionnaires were completely answered. The result here indicated that there is positive and direct relationship between independent variable, Reward and dependent variable, Employee Performance.

Rashmi Ranjan, Dr. Umesh Mishra, “Impact of Rewards on Employee Performance: A case of Indian Oil Corporation, Patna region, IOSR Journal of Business and Management (IOSR -JBM), Volume 19, Issue 6, Ver. 2(June 2017), PP 22-30, e- ISSN-2278-487x, P- ISSN – 2319-7668.

40. The purpose behind this research is to study impact of leadership on employee performance in Jewellery industry of Malaysia. Here different leadership styles like participative, supportive, transactional, servant & transformational are taken as independent variable and employee performance as dependent variable. Sample of 115 respondents was done through simple random probability sampling technique.

Here questionnaire was used as research instrument, which was developed using past literatures. SPSS was used to analyse the data. Skewness and kurtosis were used to measure normality of scale. Cronbach’s Alpha values were used to measure reliability of scale. At the end results concluded that only transformational & supportive leadership style influence employee performance.

Wendy Lor, Zubair Hassan, “The Influence of Leadership on Employee Performance Among Jewellery Artisans in Malaysia”, International Journal of Accounting & Business Management, Vol 5, No 1, April 2017, ISSN:2289-4519.

41. Importance of social support in modern organization has increased due to increasing pressure of employees. They need support in one or another form through their social network. Firstly, study here examines effect of 3 different forms of social support (perceived organizational support, perceived supervisory support & perceived peer support) on job performance of employees. Second analysis of work engagement as mediating role between social support-job performance made. Questionnaire was used for data collection, total of 770 questionnaires were distributed out of which 639 were properly filled. Here Hypothesis were tested by partial least square software. Results showed that only peer support have positive effect on job performance and work engagement has effective role to work as a mediator between social support and performance.

Aizzat Mohd. Nasurdin, Tan Cheng Ling, Sabrina Naseer Khan, “Linking Social Support, Work Engagement and Job Performance in Nursing.”, International Journal of Business and Society, Vol 19, No 2, 2018, 363-386.

42. Leadership is one of the key determinants of organization success. Leadership style is through which leader guide employees for achieving organisational goals. The study here examines impact of different leadership styles on organizations performance. Here different leadership styles taken into account are Autocratic, Transformational, Charismatic, Transactional & Bureaucratic. In this research both Primary & Secondary data was used for study. Here Primary research has been done through questionnaire and for secondary research previous literature has been referred. Cronbach’s alpha reliability coefficient was used to measure reliability of

data. Through research it was concluded that democratic, transformational & autocratic style have positive impact and charismatic and transactional style have negative impact.

Ebrahim Hasan Al Khajeh, “Impact of Leadership Styles on Organizational Performance”, Journal of Human Resources Management Research, Vol 2018(2018), ISSN:2166-0018.

43. Leadership is the most important thing that influence employees to stay or leave the organization. Employees cost much to organization in recruitment, training & their maintenance. Here the study was done on Akiba commercial bank (Buguruni Branch) & Tanzania postal Bank (Morogoro Branch) in Tanzania. Data was collected using questionnaire. Total of 37 questionnaires were distributed out of 30 was returned. As there was total population of 37 no sampling was done. Regression analysis was done at 5 % confidence level. In this study Cronbach’s Alpha Coefficient was used to assess the reliability of questionnaire. Also, pilot study was done of 5 candidate and improvement tools were used to increase the accuracy of questionnaire. After regression analysis it was found that there is significant linear relationship between leadership & employee performance.

Kelvin M Mwita, Dr Eliza Mwakasongula, Oscar Tefurukwa, “The Influence of Leadership on Employee Retention in Tanzania Commercial Banks”, International Journal of Human Resource Studies, Vol 8, No 2, 2018, ISSN:2162-3058.

44. This research analyzes that how an effective reward system can improve the employee performance in private sector organization. It studies the various zenith bank branches located in Anambra state Nigeria. A total of 180 respondents were selected for the study. Here both Primary and secondary data were used for the purpose of research. Final result derived by different methods like Pearson correlation, regression and Anova found that there was highly positive relationship between reward and employee performance. It also showed that there is much positive relationship with intrinsic and extrinsic reward. So here it is recommended that organization should adopt proper reward mix to enhance their employee

performance. The study here suggests that organization should carry out survey with employees about what attracts them most in reward system and accordingly carry out reward structure.

MUOGBO, Chinezi J, “Effective Reward Management as a tool for improving Employee Performance in a Private Sector organization (A study of selected Zenith Bank Branches in Nigeria)”, International Journal of Humanities and social science invention (IJHSSI), Volume 7, Issue 4, April 2018, PP. 106-117, ISSN online 2319-7722, ISSN print 2319-7714.

45. The basic motto of HR department would be effectively managing their employees & improve their productivity by inculcating positive attitude in them. It will include motivation, organizational citizenship behaviour, job satisfaction and increase productivity. This study also focuses on reducing negative factors like absenteeism and labour turnover. In this study, impact of employee empowerment is analysed on employee performance in the banking industry. Data of 80 employees was collected through questionnaire. Various statistical tool like mean, standard deviation, one sample t-test, correlation coefficient etc. were used to analyse the data. This research can be putted into exploratory research. Mixed research approach has been used here, for primary data questionnaire is used and for secondary data various literature has been referred. At the end results found that there is no significant relationship between employee empowerment & employee performance.

Indranil Bose, “Employee Empowerment & Employee Performance an Empirical Study on Selected Banks In UAE”, Journal of Applied Management & Investments, Vol 7, No 2, PP 71-82, 2018.

46. Leaders must balance between leadership and management behaviour as both the terms are so important in their own way. Leadership is important to guide the employees in the right path and on the right time. Without guidance employees are incomplete. Management behaviour is important as the whole performance is dependent on the results after the work tasks. If the behaviour will be affected the result will get affected so the management behaviour for self and for the whole

organization is as important as like health. There should be proper understanding of how the leaders guide the employees in the proper direction. It is important because the future results depend on it and the whole organization is based on it. The findings says that there is a relation between management behaviour and leadership as both should be contemporary maintained so it gives the best result as the profit growth in the company.

Jiang, Zhao & Ni, “The Impact of Leadership on Employee Performance, The middle east International Journal for Social Sciences, 2018, Vol 2.”

47. This study examines relationship between role ambiguity, job stress with social support as a moderator variable with job performance among administrative employees in education sector. Employees from University Utara Malaysia was targeted by the researcher. 215 respondents were selected to do this analysis. Questionnaire was used to collect the data in this survey. SPSS was used to analyse the data as it has capacity to handle the large data. Non-probability sampling technique convenience technique was used. Final results were that job stress and job performance have positive significant relationship, so social support has a role to play as a mediator. Here social support is used as moderator variable but there is need of mediator variable.

Sai Mei Ling, Sobanah-Dhevi Tharmalingam and Vikniswari Vija-Kumaran, “Determinants of Work Stress and Job Performance Among Administration Employee’s in Education Sector in Malaysia: Examining the Moderating Role of Social Support.”, International Journal of Advanced Scientific Research and Management, Volume 3, Issue 2, February 2018, ISSN:2455-6378.

48. In this study, Reward System plays an important role and many employees get motivated and it keeps easy to reach the goal of the success. Reward system was developed long ago in scientific era but still the policies and philosophies are existing. It all started with the American Society of Mechanical Engineers who was the first promoter of management. The findings of this study are that it has the relation between reward system and wage policy.

Drury, “Effect of Reward system on Employee Performance, Academy of Strategic Management Journal, Volume 18, Issue 3,2019.

49. The word transformational leadership is nowadays trending word as the leader is not being a leader anymore as the one who is leader it guides the other team members as like a friend or mentor. So, the work tasks become so easy to do if one reacts like a normal employee. Leader is the one who guides for the right path, the right leadership is where the goal is success and it's achieved with the correct actions. Leader makes a task looks creative and there is a change in doing it. There are many ways but one where leader involves it's something different. Change makes difference and it creates a vision to see it differently. According to the author this kind of leadership are found in this era. Leadership is one kind of inspirational path towards success and without the right guidance there will be confusions and difficulties to reach the path. The findings says that transformational leadership should be there in every employee and each employee should be ready to help each other in the organization.

Maamari and Saheb, Transformational Leadership, “Australian journal of Business and Management research, ISSN: 1839-0846, Vol 5 no 12,2019.”

50. Employee commitment is the word which should be strictly followed in the organization. If one wants to be professional in all way, they should give the commitment. In the organization employees should not be fear to give a commitment to the employer. The work should be completed on a given time. The commitment leads to the path of discipline and better life. Without work commitment no employee is likely to work in the organization. The attitude of earning good salary starts from the employee commitment. Its vice versa if the work is done on time and in a good way then the good amount of salary is received with some bonus. The results says that every employee should be working on the commitment so the goal is achieved.

SamGnanakkan, “South East Asia Journal of Contemporary Business, Economics and Law, Vol 23, issue -1, ISSN 2289-1560,2019.”

51. This study examines the impact of Reward system on Employee Performance in selected manufacturing firms in Littoral region of Cameroon. This study analyses to how much extent profit sharing impacts employee performance and assess impact on employee work values of flat rate system. The sample was selected at 95 % confidence level using Cochran’s formula for finite population. Specially focusing on profit sharing, 538 employees were selected for the study from total of 5146 employees. Questionnaire was used as instrument for the research. It was found that profit sharing has a great influence on employee’s commitment and flat rate system has negative impact on employee work values. There is positive relation among reward system and employee performance. This gives opportunity to management to use reward as motivational tool to fine tune employee’s behavior towards efficiency and effectiveness.

Walters T Ngwa, Bamidele S Adeleke, Emmanuel K, Nwanneka C Ghasi, Benedict O. Imhanrenialena, “Effects of Reward system on Employee Performance among selected manufacturing firms in the Littoral region of Cameroon”, Academy of Strategic Management Journal, Volume 18, Issue 3,2019.

52. The Maslow theory of needs is one of the best-known theories of motivation. This helps the employee achieve the target from the individual perception. Maslow’s theory states that our actions are motivated by certain physiological needs. It is often represented by a pyramid of needs, with the most basic needs at the bottom and more complex needs at the top. There are specially five needs explained by the Maslow that is physiological, safety, social, esteem and self-actualization. Maslow’s theory is said to be the best theory which is best practiced in the organization. It is most important theory as it is concerned with human psychology and its motivation. It makes us understand what people needs and how people need differ from each other and it is said to be the important part of effective management. It is the model which helps to think more creatively and strategically as practitioners. It makes the client understand the development plans, goals and experiences. It empowers us with the knowledge to identify how it works and we can know about interests, skill sets, strengths and values. Here, physiological needs

are said to be the survival need that is food, clothing and shelter. Safety needs are said to be the safety or security of the job. Social needs are said to be friendship, family, and sense of connection. Esteem needs includes respect, status, recognition, strength and freedom. Self-actualization needs are said the desire to become the most that one can be. It is how the pyramid states needs from lower level to higher level needs. It is explained perfectly and termed as Maslow need theory. The findings says that it helps to the organization to achieve the better results and completes the goals as a team. It also helps in human tendency to think more.

Abraham Maslow’s Hierarchy of Needs Theory, Effect of work stress on Employee’s Performance, International journal of Business and Law Research ISSN 2360-8986,2020.

53. Reward System is such a word that can be of any type. Rewards can be on the monetary basis and also on non-monetary basis. After achieving the success or the goal of the organization employers can say about the lunch, parties, office trips after the success, analysis done on the individual basis suggests many things. The data analysis done of total 500 workers out of those 300 workers said about monetary basis reward and the findings where the monetary reward can be of many uses. All in all, any type of Reward creates positive work environment for the employees.

Bhattacharya and Mukherji, “Importance of Reward System, International Journal of Business Management 8, Volume 4 no 2 2020.

54. Job satisfaction is a word which is always used in the organization by the employer to measure the level of satisfaction of an individual for their work. Job satisfaction is the most important word which is coined by the author Spector. It is the most important in terms for an employee as employee works and achieves goal when he or she is fully satisfied with their job. Job is fully focused only when the job is of our choice where we can give our 100%. We can work happily and without any stress that’s where we like our job and we can achieve targets. It’s not easy to measure until it’s the choice of us. It can only be measured when where some things are of our choices and some things are not. Its only when the measurements can be

in likes and dislikes. There are always two sides one can be positive and the other can be negative. Positive points only comes when there are achievements, appreciation and altogether a perfect professionalism award where employee will be the happiest and can achieve the bigger targets. And negative is where employee is insulted, not given any appreciation its where deployment of the employee starts. Not everyone is perfect at their work but yes one can try to be good at least at their work by giving their 100%. As it is said that hard work pays off so one should give their best whatever results it may be. Job satisfaction comes from inner self when you are happy working at your organization. When the employee itself has a positive attitude whatever work it may be then he or she can achieve any targets. So, the finding says that job satisfaction is the result of an individual which measures the level of positive or negative thoughts.

Davis, Nestrom “Job Satisfaction, Job Satisfaction and Employee Performance, The Millennium University Journal Vol 1 No 1 ISSN 2225-2533m,2020.

55. Transactional leadership is said to be the good leadership model. Research says that the effect of Transactional leadership in the organization may be both positive and negative. It focuses on supervision, organization and performance. Leaders who adopt this style depends on a system of rewards and punishment both for motivating their employees. Rewards are taken in a positive way and punishments are taken in a negative way. Here the goals can be achieved quickly planned for a short term. If the employees give the best results they are rewarded in a monetary or no-monetary way and if the employees make mistakes, then they are deployed. The findings says that there is direct relation between reward and punishment and both are important in their way and needed in the organization.

Longe, “The effects of leadership styles on employee performance, Annals of Management and Organisation Research, Vol 1 no 1, ISSN 2685-7715,2020.

56. Employee engagement is such a word that it connects Reward and Recognition of the employees. The organization’s success depends on the employee engagement. Without employee’s organization is nothing. Employees are said to be the blood of the organization. Rewards help in improving employee’s

performance. Reward is the way of employee’s happiness and it gives satisfaction in doing work activities. It sometimes helps the work activities faster than ever. Rewards are in the form of cash or any other way but it keeps employee engaged in work goals. The whole motive of the Reward system is that to make the organization more successful. The findings of the study suggests that Rewards make employee more powerful for the work tasks.

Rehman, khan and Lashari, “Reward and Recognition, American International Journal of Business and Management Studies, volume 2, no 3 2020.

57. This study consists of strategies, procedures and system which involves skills, potential and their market value. It also consists of routine structure of the employees which leads to proper pay system in the organization and it also attracts the employees to engage in workforce. Reward system is that system which gains the employees and also makes them active to work enthusiastically and in team. It maintains the discipline of the work system as all the employees in the organization will work with unity and will also complete the target on time. The analysis here was carried out of that 250 people responded that Reward System plays a vital role and the result found out to be was Reward System makes the employees work systematically.

Waisu and Adebajo, “Impact of Reward System, International Journal of Business and Management Future 8, Volume 4, No 2 2020.

2.2 Research Gaps

2.2.1 Research Gap 1 (Traditional v/s Modern approach for business.)

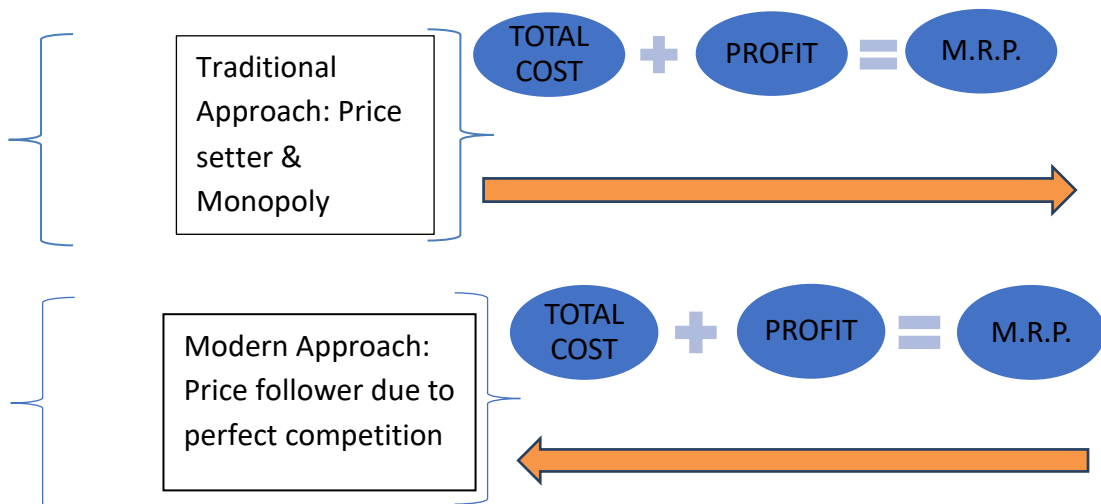
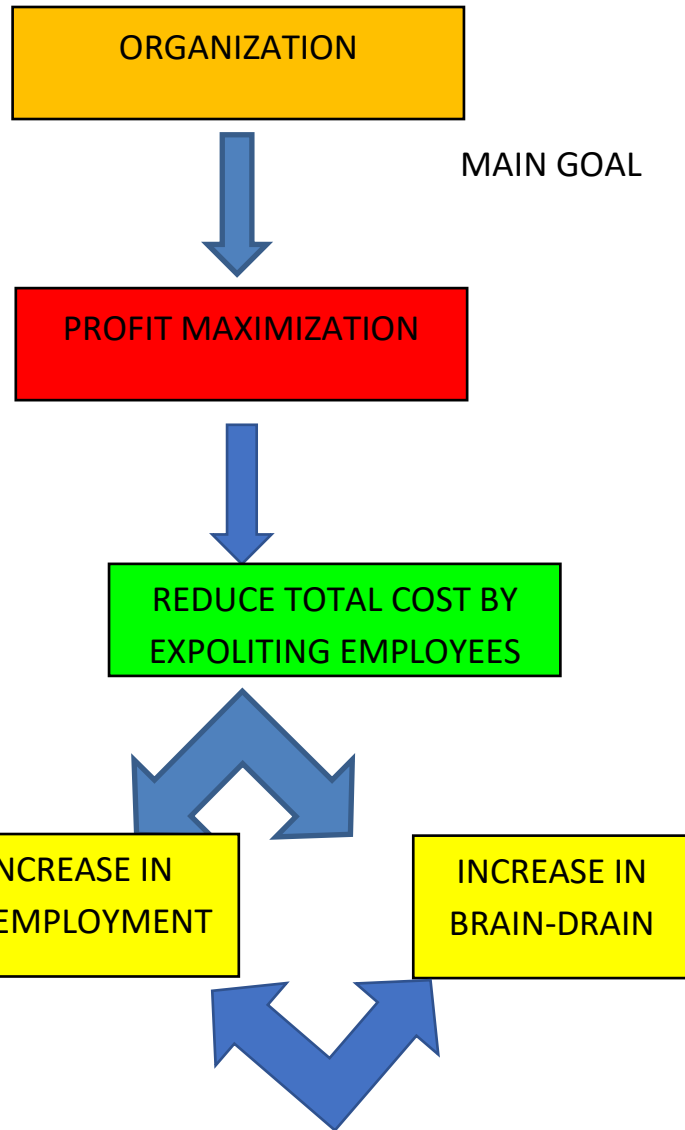
The main goal of any organization in the world is to maximize their profit. For that they try to do maximum utilization of all the resources that they possess. They try to reduce total cost by exploiting the employees, which in turn have negative impact like unemployment and brain drain. Due to brain drain, talented workforce relocates themselves to earn better. Due to unemployment, economic development of the country is hindered.

The older concept was wherein the organizations were producing the product and then finding total cost, then added their estimated profit which would make M.R.P. (Maximum Retail Price). Secondly this concept is possible only in monopoly market. But now in modern perfect competition market, the concept has totally changed. Here organization would first set the price (as market follower). Then they would find out total cost of production. The difference between price and cost would be their estimated profit.

In the modern competitive world, the main objective of organization must be utilization of available natural resources. They must supply the products as per customer demand. As a result of this there will be increase in demand, production and profit and on another hand, there would be reduction in total cost.

Another viewpoint here is that organization should not use Men like machine to maximize profit. Instead, they should provide reward on the basis of their performance, social support from peers and superiors and leader should motivate employees to increase their productivity which will ultimately increase organization’s profit and productivity.

“An analysis of various ‘Attributes of Rewards’, ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”



“An analysis of various ‘Attributes of Rewards’, ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

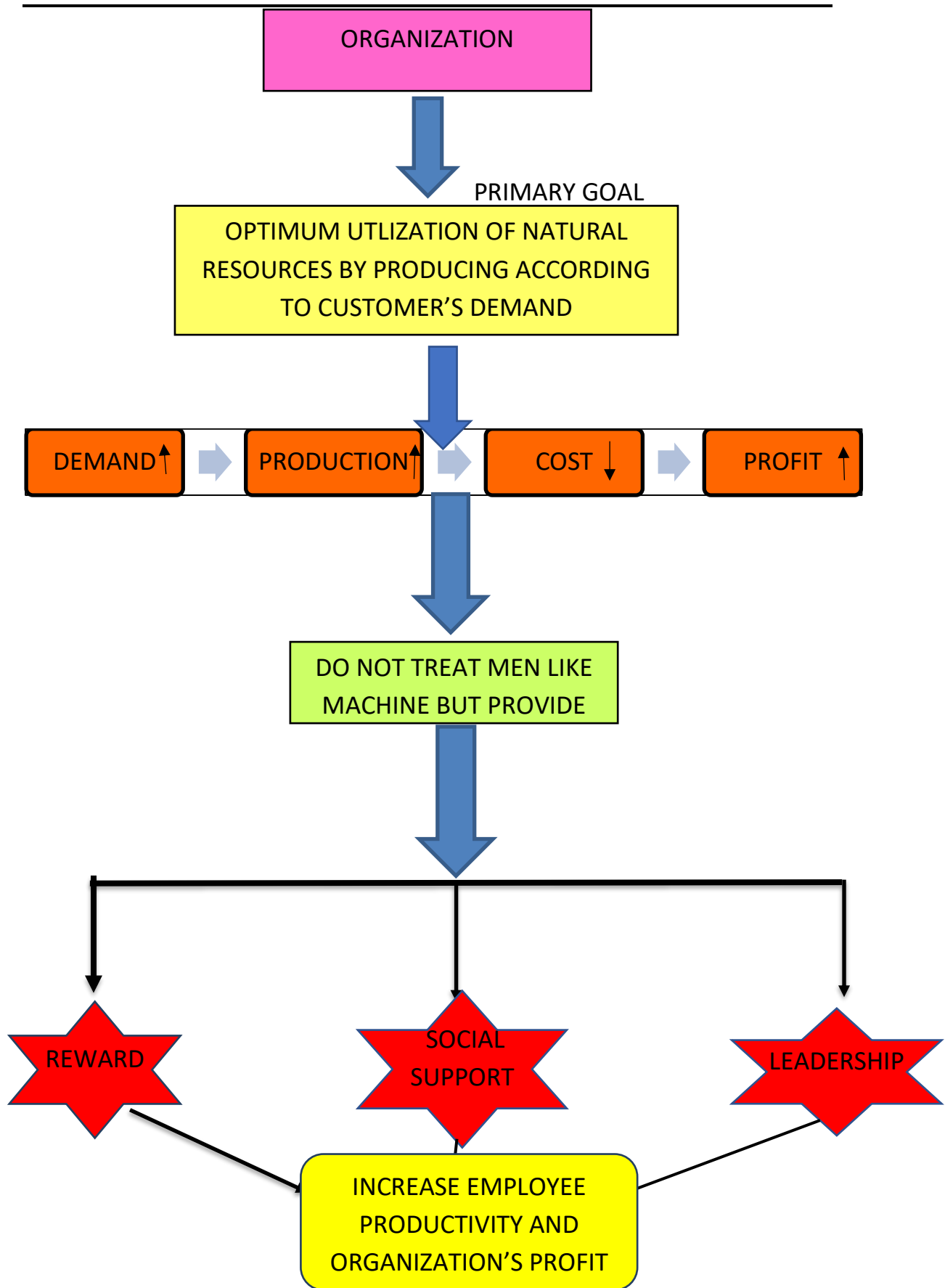


Figure 2.1: Research gap 1

2.2.2 Research Gap 2 (Work Environment v/s Organizational Performance)

Every organization wants to achieve its goals which are dependent on employee performance. But today in any organization there is pressurized working environment in all areas. It is because of tough stiff competition. This leads to increase in employee turnover which can be reduced by formulating proper reward strategy. Also, the motivation and productivity are negatively influenced due to pressurized working environment for which social support act as a mediator for improving it.

The structure of rewards and social support from inside the organization (peers, superiors) depend upon leader or his/her style.

1. Organization and goals

Every organization has set of primary and secondary goals it wants to achieve. They set various plans for achieving those goals. Leader has to influence the employees and guide them towards achieving organizational goals.

2. Employee performance and goals

The achievement of organization goal is totally dependent upon employee performance. Leaders should try to influence employee’s performance positively and increase productivity of organization. Employee must be given proper training which can influence their accuracy.

3. Pressurized working environment

In today’s era, one of the main aims of any organization is to earn profit. For that they focus on employee’s productivity. Employees are continuously pressured for giving their best performance. This will have effect on employee’s health and motivation.

4. Rewards and employee turnover

Every worker is working for some sort of reward be it a financial or non-financial. In pressuring work environment if employee doesn’t get sufficient rewards, it will increase employee turnover and vice-versa. Organization must structure reward policy as per the needs of employees to motivate them.

5. Social support with reference to motivation and productivity

Employee can perform their best only if they are motivated to do so. Employee’s motivation is affected by their working pressure. Here there is increased role of social support from inside and outside the organization. It will help employee in getting mental stability which will increase motivation and productivity.

6. Leader and approach

The structure of entire organization is dependent upon leader leading it. He/she plays a vital role in employee motivation by framing need-based reward structure and providing adequate support from inside the organization.

“An analysis of various ‘Attributes of Rewards’, ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

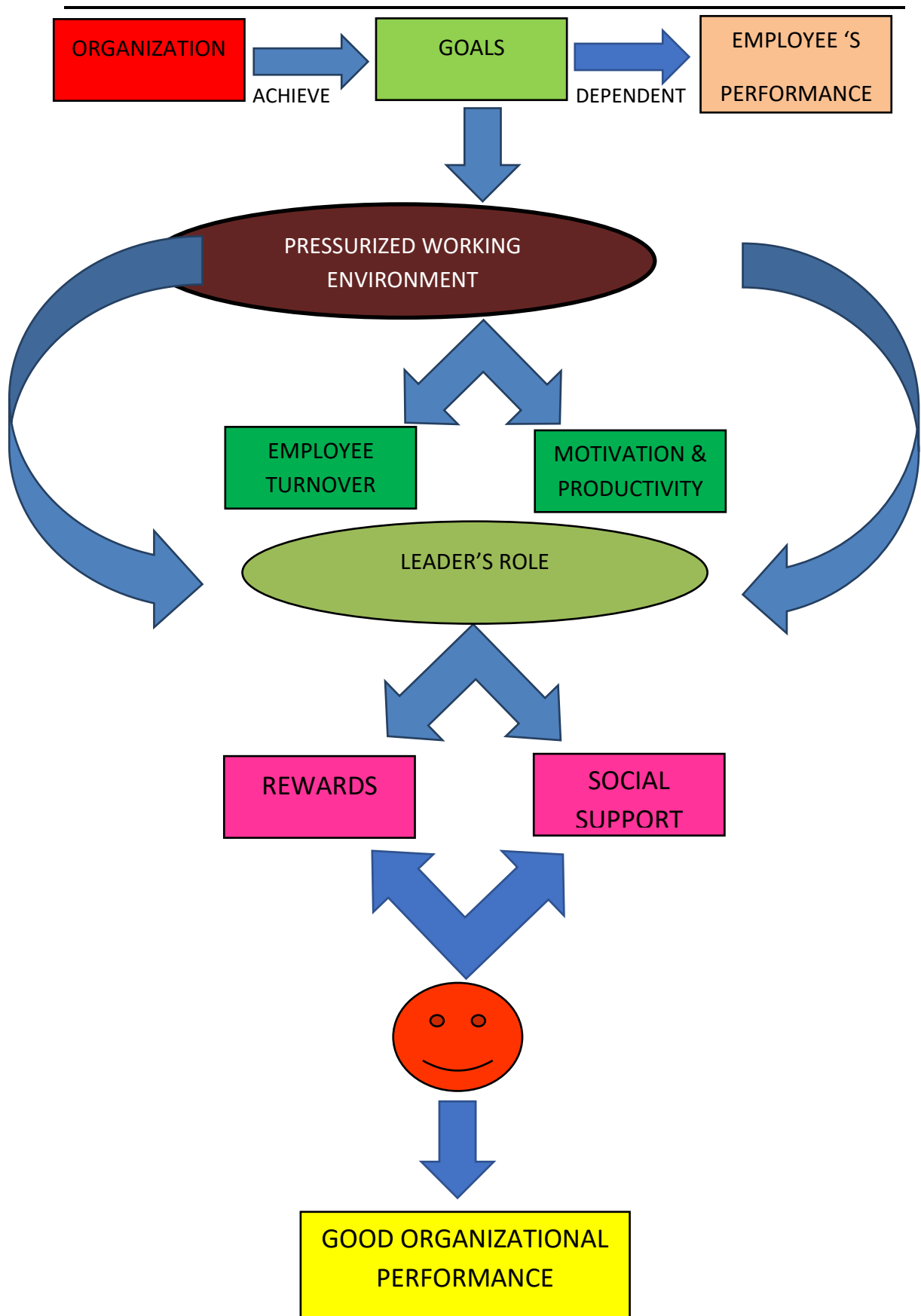


Figure 2.2: Research gap 2

2.2.3 Research Gap 3 (Entrepreneur’s Profit v/s Employees’ Pay)

S-1

- The main aim of any organization is to earn profit and achieving its goals with best possible utilization of available resources.
- Here entrepreneur combines various inputs like man, material, money, machine etc. for providing the output.
- All the above inputs are organized and processed with technology and information to generate quality output.
- At the end, entrepreneur by combining all above provide a product in the market.

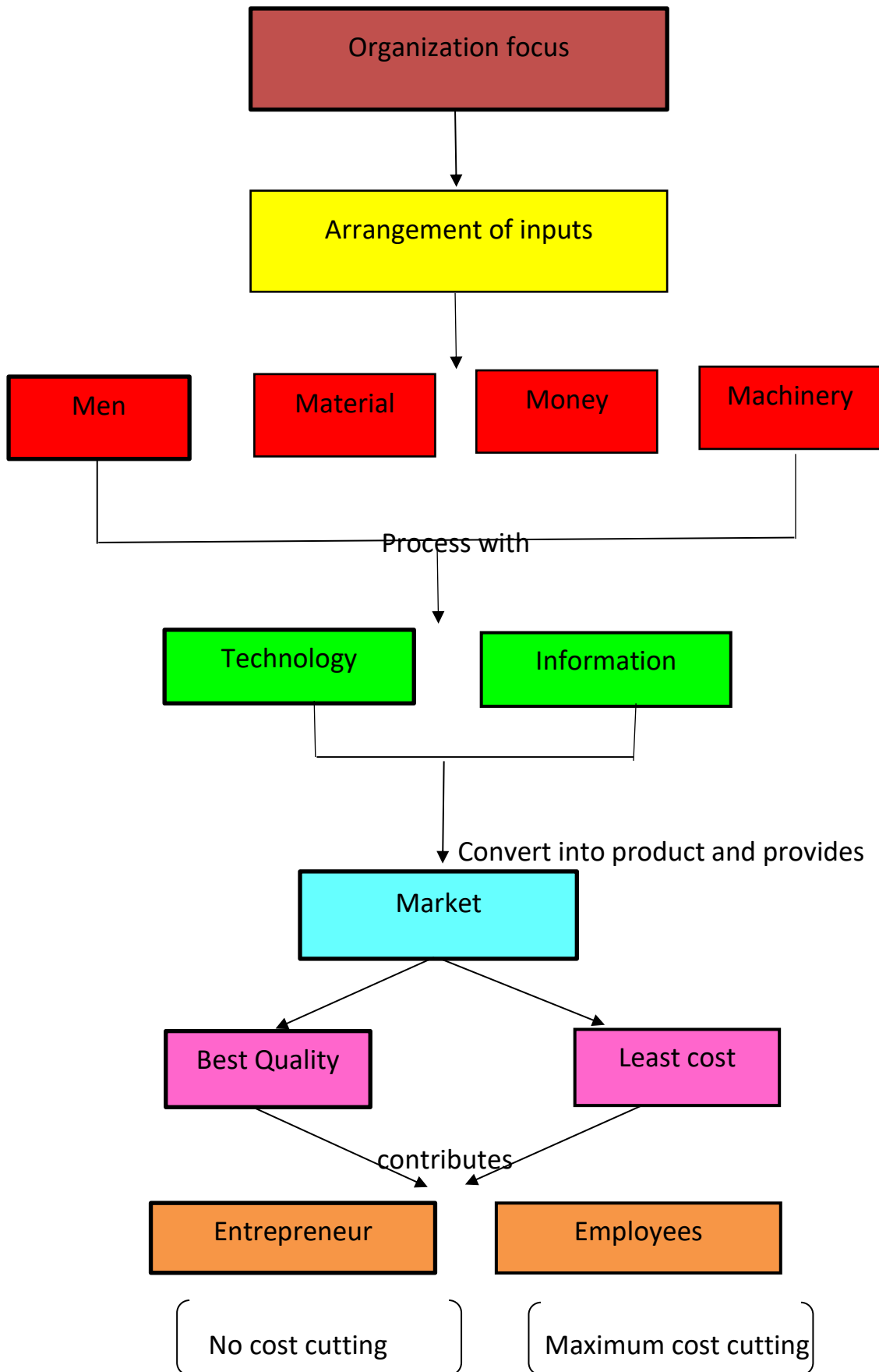
S-2

- In this modern era, competitive market organization should provide product of best quality and it should also generate least cost to the organization.
- Except living factor (entrepreneur and employees), cost cutting is not possible in any of the resource.
- Entrepreneur will also not reduce their remuneration, so now only one factor is possible for reducing salary and that is employees.
- Management will try to reduce cost by exploiting employees which have negative impact on employee performance.

S-3

- Here, the organization focuses are to have maximum use of employees for their profit.
- On the other hand, society is looking forward to explore individual skills, competitive development of employees and improving standard of living of society.
- We can here see that there is huge difference between organizations and society’s viewpoint.
- Here researcher wants to find out impact of measures like reward, leadership styles and social support to reduce the gap in viewpoint of both society and organization. At the end, it will ripe benefits for all of them.

“An analysis of various ‘Attributes of Rewards’, ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”



“An analysis of various ‘Attributes of Rewards’, ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

So here there is a contradiction of organizations and society’s focus,

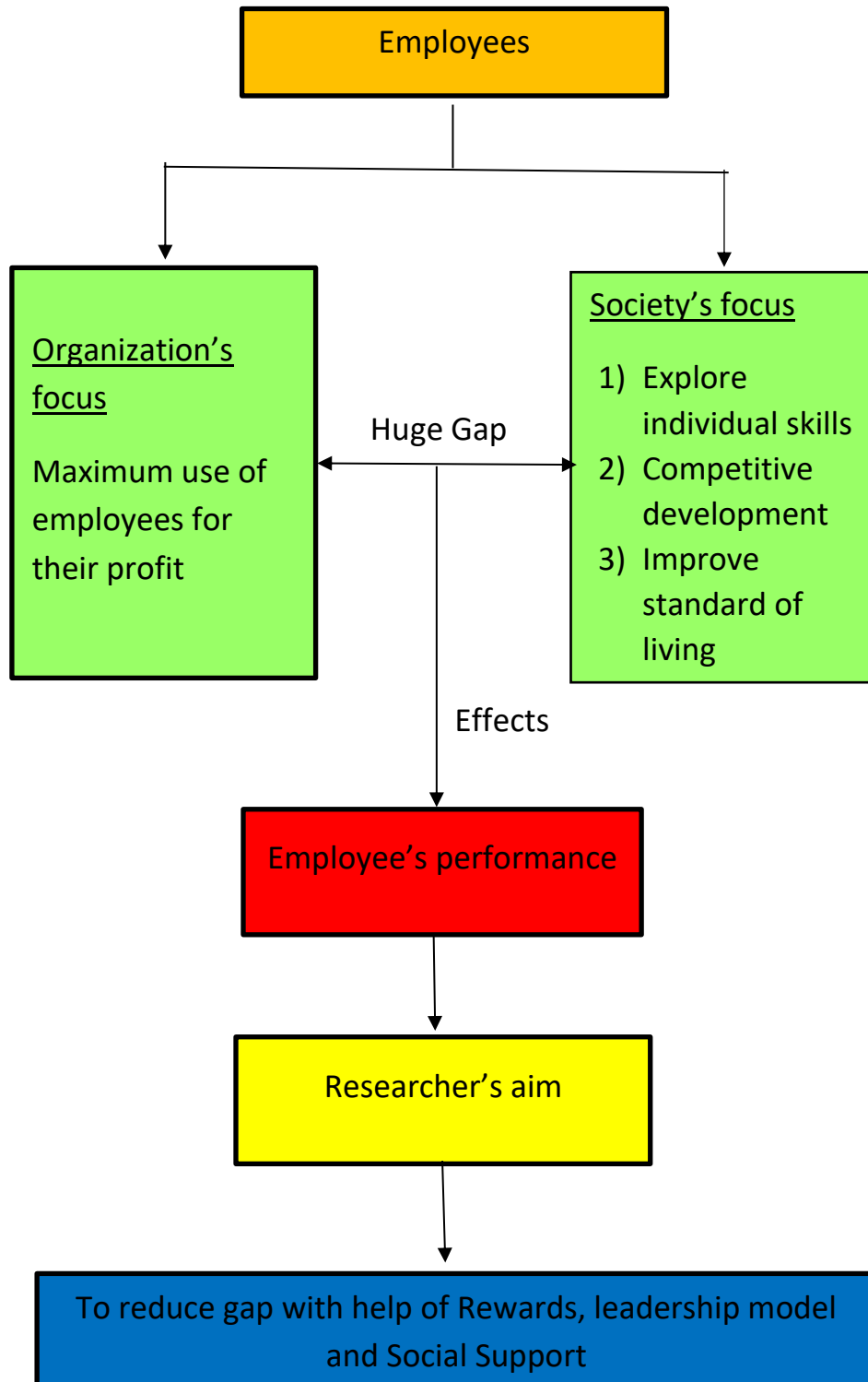


Figure 2.3: Research gap 3

2.2.4 Research Gap 4(Organizational Goals v/s Leadership styles)

Here the gap is to be bridged between Rewards, Leadership Models and Social Support and divided into two segments: -

1. Organization Gaps (Set of Goals)

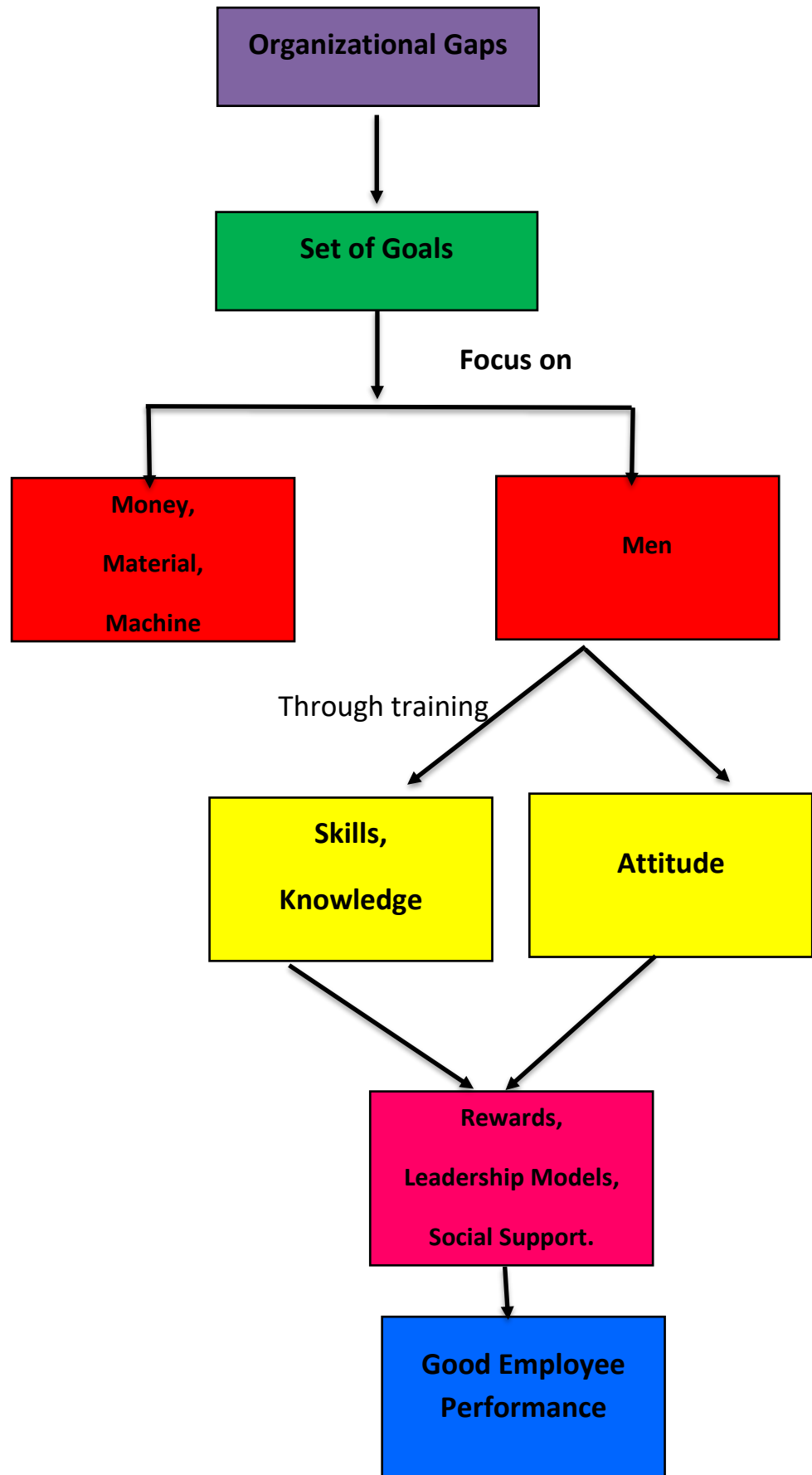
Any management will be having mainly four resources i.e., Money, Material, Machine and Men(4M's). Among these resources' money, material and machine are non- living resource, on the other hand man is a living resource which do not have emotions and feelings. Organization can have maximum utilization of non- living resources but man cannot be treated in the same way, management should take humanity approach and fairness while dealing with them. Organization spends a lot of time and money for development of skills and knowledge of employees' which can ripe benefit for the organization, but employees' attitude also plays a key role in his/her performance. If the management is not able to change the attitude of employees' all the efforts made in training will be waste. Rewards, Leadership Models and social support can be used as a weapon to change the employees' attitude towards work.

2. Leadership Gaps (Set of Skills)

There are certain areas on which modern leaders are not focusing which do have adverse impact on employee performance. Leaders are not creating proper system for performance planning and evaluation, mentoring and coaching.

Leaders are also lacking proficient style for managing the modern-day employees. They are not able to influence the attitude and behavior of workforce. Leader is not holding that firm personality which can enhance the confidence of his sub-ordinates. Besides this leader are also not able to provide better working environment. Equity in payment of salary is not seen. Also, the modern facilities that an employee needed is not provided as it will increase costs. Rewards, Leadership models fitting with organization strategies and social support are the mechanism that can solve the issue.

“An analysis of various ‘Attributes of Rewards’, ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”



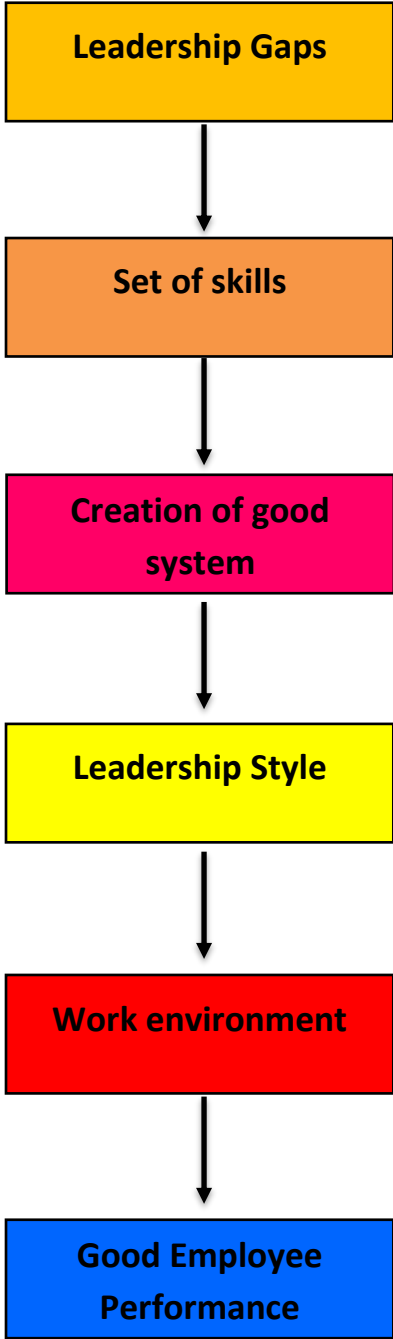


Figure 2.4: Research gap 4