

# **Effect of Reward System, Job Security and Training on Job Performance of Technical Assistants at the Irrigation Department in Ampara District, Sri Lanka**

\*Y.L.A.H.C.S. Thilaka<sup>1</sup>, Jayarani Ramawickrama<sup>2</sup>

<sup>1</sup> *Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna*

*chamalhashini@gmail.com*

<sup>2</sup> *Department of Human Resource Management, Faculty of Management and Finance, University of Ruhuna*

*jayarani@mgt.ruh.ac.lk.*

## **INTRODUCTION**

### **Background of the Study**

According to Campbell (1990), job performance can be defined as reaching toward goals or set of goals within a job, role or organization. Human resource is one of most significant resources and the only living resource in an organization. Employees are considered as the primary business resources facilitating the daily operations of an organization. "The management of the man" is a very important work since it is the dynamism of the workforce. Organizations try to use their resources efficiently and effectively to achieve their goals and objectives. Therefore, organizations always focus on and search ways to be effective and efficient. Here they engage with employee performance whether it is a profitable or non-profitable organization. Employee performance is what they get as a result of whole industrial processes. Most organizations pay attention to productivity, profitability, and goodwill of the company. Employees expect good working conditions, bonuses, promotions. Both of the employee performance and their expectations and final output are interconnected. According to Campbell (1990), performance is what the organization hires one to do, and do well. This is why many organizations consider about the factors which affect the employee job performance.

There are several factors that directly affect employee job performance. Here, the researcher has identified lots of factors which affect the employees' job performance such as job satisfaction, training, employee engagement, goals and expectations, morale and company culture, job security, reward system, supervision, discipline management. Out of these factors, researchers would like to analyze three factors namely reward system, job security and training which affect employee job performance. Reward system plays a major and important role in increasing employee motivation and their job performance, because salary is the basic need which employees consider in their job. If there is no proper and suitable income, employee will be demotivated and will not give the best

performance to the company. Most of the research studies have shown that reward system for employees results in higher employee retention rates, productivity, motivation and job satisfaction (Waqas & Saleem, 2014). Shah and Qureshi, (2010) investigated them in their research and confirmed that there is a direct correlation among financial rewards, non-financial rewards and employees' job performance. Job security is the concept where employees feel that they are secured in their job and job environment. It is a feeling of assurance in an employee's job continuity due to the general economic conditions in the country (James et al., 2012). Training means the method used by managing the gap between actual performance and expected performance. If an employer can provide proper training to their employees, the employer can receive better productivity from them, and that means it enhances the job performance of the employee automatically. Therefore, the researcher expects that these three variables are appropriate to evaluate how they effect on job performance of Technical Assistants.

Employee performance means transforming inputs into outputs under a lower cost and without any technical issues, row material issues and any other issues under a lower cost. Lower employee performance is a drastic issue specifically in human resource management field. When employees do not perform according to the appropriate manner, it may create huge problems to the organization. Cause growth of the organization depends on the capability of the workers. Low employee performance leads to a decline stage of the organizational growth. However, firm can utilize their own strategies to motivate their employees and finally improve the performance of the organization automatically. Under these three factors, researcher would like to explain how these three factors impact on technical assistants with special reference to the Irrigation Department in Ampara district in Sri Lanka.

### **Problem Context**

There are many empirical researches available to find the impact of human resources practices on job performance of employees both locally and internationally with reference to both private and public sectors. Those research findings are mentioned in Table 1.

*Table 1: Empirical research finding based on the job performance*

Year	Author/s	Study topic	Findings
2013	Fareed Abidan Shahzad Amen	Impact of reward on employee's job performance and job satisfaction	This study proves the hypothesis that extrinsic and intrinsic rewards positively change the employee's job performance and employee's

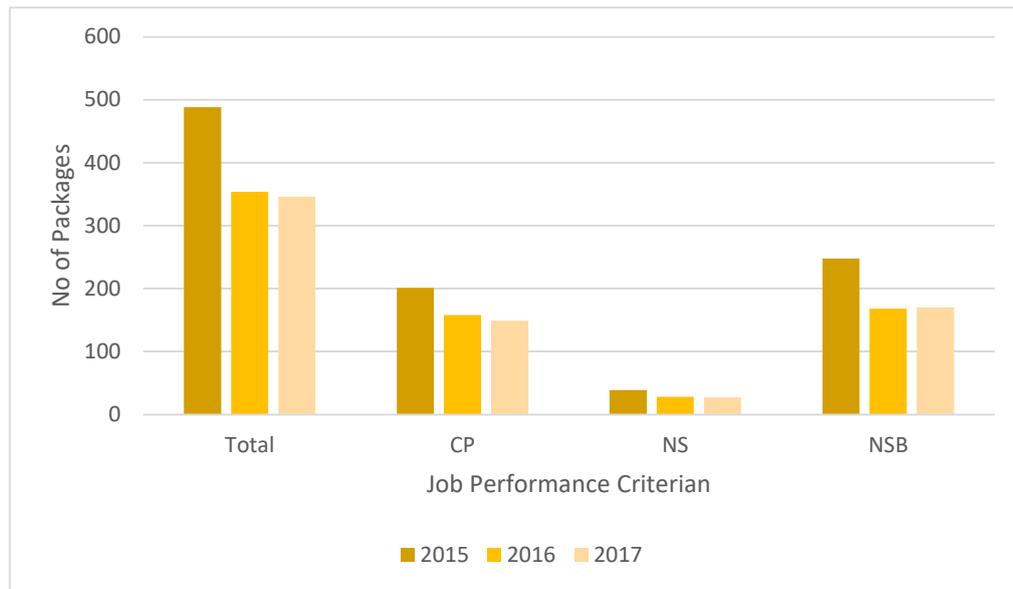
	Lodhi		job satisfaction
2014	Tahir Yousafzai Jan Hashim	Impact of training and development on employee job performance and productivity	Training is important for an organization to get skilled and capable employees for better performance, and employees will be competent when they have the knowledge and skill of doing the task
2007	Jimenez, Didona	Perceived job security and its effects on job performance	There is a statistically significant positive correlation between perception of job security and job performance. This means that the more secure an employee feels at a job, the better he or she will perform

**Source: Based on literature**

Employee job performance has been described and defined in various literature by past researchers. An employee's performance on a given job or task is the strategic building of a company. Therefore, the elements that lead to enhance performance must be dissected in a more critical dimension by institutions for success, advancement and growth (Abbas & Yaqoob, 2009).

It is very important to examine the factors which affect the job performance of technical assistants in Irrigation Department in Sri Lanka. For this purpose, the research question was formed by using the gap of actual performance and expected performance of technical assistants in Irrigation Department in Sri Lanka. When considering the 2015, 2016 and 2017 annual reports of the Irrigation Department there has been a recession in job performance in the department.

Figure 1: Status of work packages implementation by Irrigation Department



Source: Annual Reports 2015, 2016, 2017

When considering the Figure 1, CP means community participation, NS represents national shopping and NCB is national competitive bidding. According to this figure, there is a little recession in job performance in the department by annum. Due to that reason, researcher identified there is a gap between expected performance and actual performance of technical assistants of Irrigation Department due to that annual recession.

### Problem Statement and Research Questions

According to Figure 1, at first glance, there is a recession of job performance of Irrigation department by annum. By using that recession, researcher denoted the gap between expected performance and actual performance and then built the problem statement as,

“Do reward system, job security and training significantly impact on the technical assistants’ job performance who work at the Irrigation Department in Sri Lanka?”

According to the gap between expected performance and actual performance, following research questions were formulated as follows.

1. What are the impacts of reward system, job security and training on the job performance of the technical assistants at the Irrigation Department in Ampara District, Sri Lanka?
2. What is the most influential factor as well as the least influential factor out of the selected factors that influence the technical assistant’s job performance?

### Research Objectives

Accordingly, main purpose of this study is to identify factors affecting technical assistants' job performance at the Irrigation Department in Ampara district, Sri Lanka. So, objectives of this research can be explained as follows.

1. To find whether there is an impact of reward system, job security and training on the job performance of the technical assistants who work at the department
2. To find the most influential factor from the selected factors which affects the technical assistants' job performance.
3. To find the least influential factor from the selected factors which affects the technical assistants' job performance.

## **LITERATURE REVIEW**

### **Theories Related to The Study**

According to the Maslow's Hierarchy of Needs Theory, People have biological, psychological and social aspirations, and therefore have various needs. These needs, which can vary from one person to another person, follow a hierarchical order that progresses from basic physiological needs towards social and psychological needs at a higher level. Maslow's Hierarchy of Needs Theory is at forefront of the most important studies about motivation and also he created "Hierarchy of Needs Pyramid" by putting the needs in a certain order (Uysal & Genc, 2017).

When considering about the physiological needs, all humans have a variety of physiological needs such as breathing, eating, drinking, sleeping, resting and sheltering. For these types of needs, individuals utilize a variety of wants such as food, water, warmth, rest and houses. As an employee who has to buy their essential needs as a daily routine, people should have a good salary scheme for that and a good reward system that occupies the physiological need explained in the Maslow's theory. According to that, a good reward system is able to fulfill the requirements of physiological needs in a proper manner.

On the other hand, Two-Factor Theory is directly related to Maslow's hierarchy of needs but it introduces more factors to measure how employees are motivated in the workplace. This theory argues that meeting the lower-level needs (extrinsic or hygiene factors) of employees would not motivate them to exert effort, but would only prevent them from being dissatisfied. In order to motivate individuals, higher-level needs (intrinsic or motivational factors) must be supplied. Implication for organizations to use this theory is that meeting employees' extrinsic or hygiene factors can only prevent individuals from becoming actively dissatisfied, but they cannot motivate them to contribute to an additional effort toward better job performance. To motivate employees, organizations should focus on supplying intrinsic or motivational factors. According to the setting of

the theory, extrinsic factors are less likely to contribute to employees' motivational need. Intrinsic Factors are actually factors that contribute to employees' levels of job satisfaction.

According to the two-factor theory, reward system can be recognized as hygiene factors, and job security and training can be recognized as motivational factors. According to this theory, reward system impacts on the job satisfaction. Job dissatisfaction results low job performance. Job security and training that influence the job satisfaction significantly impact employee's job performance.

## **Literature Findings Related to the Main Variables**

### **Job Performance**

Employee job performance embodies the overall conviction of staff with respect to their conduct and contributes to the achievement of the organization (Ahmad & Shahzad, 2011). According to Campbell (1990), performance is what the organization hires one to do, and do well. On the other hand, performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed (Afshan et al., 2012). The word "performance" is used frequently in companies, among human resources, professionals and in industrial psychology and management. Regardless of its importance and popularity, it is rarely defined clearly (Neely et al., 1995). Therefore, it is a broad concept in managing people and getting great output. Job performance is defined as "scalable actions, behaviors, and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals" (Viswesvaran & Ones, 2000). Here it can be said that employee job performance is key to achieve organizational goals and objectives.

Dispositional factors such as personality, attitude, motivation, ability, emotional intelligence and behavior also play a significant role in employees' performance. Research show that where personality is concerned, conscientiousness has the greatest impact on a person's performance. In study of organizational factors, empowerment was identified as one of the main factors influencing individual performance (Liden et al., 2000; Spreitzer, 1995).

There is no one clear definition for employee job performance. But, all above definitions have close relativeness. In other words, employee performance can be defined as job-related activities expected of a worker and how well those activities are executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvements (Anon, 2019).

Effectiveness which organizations manage, develop and stimulate their employees is an important cornerstone for how organizations perform (Noordzij, 2019). As described by Viswesvaran et al., (1996), job performance is described in terms of observable and non-observable behaviors which can be appraised. That is a multidimensional concept which describes how one completes a task, focusing on efficiency, skills used, initiative and utilized (R? & Coetzer, 2003). According to Viswesvaran

(1996), job performance consists of 10 dimensions. According to the nature of the job, certain dimensions are more important than others. Those dimensions are mostly covered with eight dimensions highlighted by Campbell et al., (1993) and they are generally well accepted. Those dimensions are in Table 2.

*Table 2: Employee job performance dimensions*

Author name/s	Year	Dimensions
Viswesvaran	1993	<ol style="list-style-type: none"> <li>1. Overall job performance</li> <li>2. Productivity</li> <li>3. Communication</li> <li>4. Effort</li> <li>5. Job-related knowledge</li> <li>6. Interpersonal skills</li> <li>7. Quality</li> <li>8. Leadership</li> <li>9. Rule following</li> <li>10. Administrative skills</li> </ol>
Campbell et al.	1993	<ol style="list-style-type: none"> <li>1. Job-specific task proficiency</li> <li>2. Non job-specific task proficiency</li> <li>3. Written and oral communication</li> <li>4. Demonstrating effort</li> <li>5. Maintaining personal discipline</li> <li>6. Facilitating peer and team performance</li> <li>7. Supervision/leadership</li> <li>8. Management/ad</li> </ol>
Rothmann, and Coetzer	2003	<ol style="list-style-type: none"> <li>1. Task performance</li> <li>2. Creativity</li> </ol>

		3. Managerial skills
Griffin, Neal, and Parker	2007	1. Individual task behaviors 2. Team member behaviors 3. Organization member behaviors
Hettiararchchi, and Jayarathna	2014	1. Trait based 2. Behavior based 3. Results based
Rai and Tripathi	2015	1. Knowledge 2. Skills 3. Quality 4. Accountability

**Source: Based on literature**

### **Reward System**

Definition of rewards implies that when a reward is offered after a behavior occurs probability of that behavior occurring again increases (pavlov, 1927; Skinner, 1953). Reward system was developed on the basis of psychologists' behavioral research. Psychologists started to study behavior in the early 1900s; first research of studying behaviors was done by Sigmund Freud and his work was called the psychoanalytic Theory. Many other behavioral psychologists improved and added into his work. With the improvements in the behavioral researches and theories, researchers started looking at how people reacted to rewards and what motivated them to do what they were doing, and as a result of this, psychologist started creating motivational theories, reward framework managing procedures, approaches and techniques that are required to ensure that commitment of workers to the business is perceived by all implications. Objective of reward system is to reward employees fairly, equitably and consistently in correlation to value of these individuals to organization. Reward frameworks exist as propel representatives to progress in the direction of accomplishing vital objectives that are set by substances. Reward system does not only concern about payments and employee benefits, It also worries about non-monetary rewards such as acknowledgment, preparing, advancement and expanded employment duty.

Babagana and Dungus (2015) examined the effect of staff remuneration on the employee performance. Findings concluded that there is a strong positive relationship between company salary

and their performance. According to findings of Edirisooriya (2018), there is a positive relationship between these two factors. Thus, it can be said that if a person seeks a job, his first attraction to that job is the salary.

According to the above findings, Researcher identified the following hypothesis.

*Hypothesis 1: Reward system significantly impacts on employee job performance*

### **Job Security**

Employees of the organization are expected to continue their work with certainty without any hesitation or job loss. Workplace safety makes employees enthusiastic about accomplishing their tasks. Job security for employees is considered as a vital part of the organization in increasing their job performance which enhances organization's overall productivity (Islam & Shazali, 2011). Moreover, employees' safety plays an important role in improving workplace performance as well as in producing quality results (Ahmed et al., 2017).

Job Security is defined as assurance in an employee's job continuity due to the general economic conditions in the country (James et al., 2012). It is concerned with the possibility of an individual keeping his/her job. It deals with the chances of employees keeping their jobs in order to not be unemployed (Simon, 2011).

Few decades ago, several studies were conducted and produced positive results regarding employment of employees' relationship with security and performance. Employees do not hesitate to work hard to fulfill the obligations of the organization targets when they are entrusted that their work is secured (Bhuyan & Islam, 1996).

Job security significantly affects overall performance of a team as well as the organization's performance (James, 2012). Researcher noted that organizations which give low level job security cause employees to lose faith in their future and that influences their performance. As a conclusion, it can be said that excellent job performance gives job security.

According to the above findings, researcher identified the following hypothesis.

*Hypothesis 2: Job security significantly impacts on employee job performance.*

### **Training**

This involves training of employees and managers. (Briscoe, 1995). Training can be defined as the method used by management to create a bridge between current performance and expected performance. Training falls under human resources development function which is presented as an important function of human resource management (Weil & Woodall, 2005). Training is a planned,

systematic type of activity that enhances the level of skills, knowledge and skills needed to do an effective job (Gordon, 1992). Training is a sub-system of an organization that focuses on improving the performance of individuals and groups. Training is an educational process that involves developing skills and concepts, changing attitudes, and acquiring more knowledge to improve employee performance. Good and effective employee training helps them to develop their skills and knowledge which ultimately contributes to a company's progress.

According to the above findings, researcher identified the following hypothesis.

*Hypothesis 3: Training significantly impacts on employee job performance.*

## **RESEARCH METHODOLOGY**

### **Research Approach**

Deductive research approach was used in this study due to the availability of previous literature relating to the study area. After defining the research problem, a theoretical model and hypotheses were developed and hypothetic deductive approach was applied. Survey technique was used for primary data collection and secondary data was also used. Data was analyzed using quantitative techniques.

### **Population and Sample**

Population refers to an entire group of people, events or things of interest a researcher expects to investigate (Saunders et al., 2009). Target population of this study was 100 technical assistants who work at the Irrigation Department in Ampara district, Sri Lanka. The amount of study population is 100 technical assistants. From that study population 100 out of 100 technical assistants were selected as sample of the research. This researcher used cluster sampling method to recognize the sample of the study.

### **Conceptualization and Operationalization**

Conceptual framework is the crucial section of any study as it provides the basis for the study. When conceptualizing the research, researcher tried to build a relationship between key influencing variable and job performance (reward system, job security and training are independent variables and job performance is dependent variable). Relationship between above variables has been visualized in Figure 1.

*Figure: 1 Conceptual Framework*



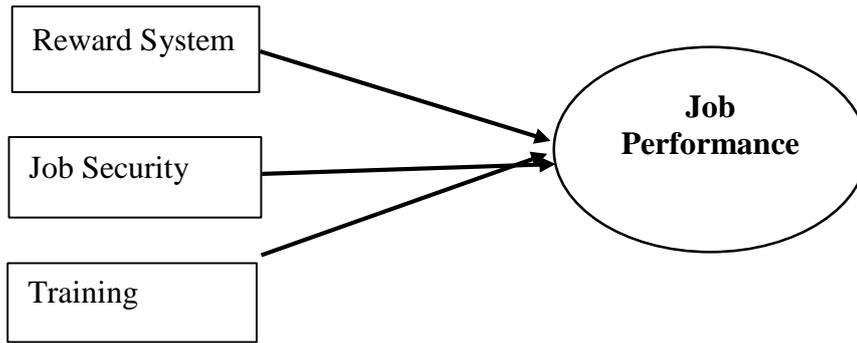


Table 3 shows the way of operationalizing dimensions and indicators of each and every variable.

*Table 3: Operationalization of Variables*

Variable	Dimension	Indicators	Reference
Employee Job Performance	Traits	<ul style="list-style-type: none"> <li>- Job Knowledge</li> <li>- Cooperation</li> <li>- Communication Skills</li> <li>- Interpersonal Relations</li> </ul>	Muchiri (2016)
	Behaviors	<ul style="list-style-type: none"> <li>- Planning work</li> <li>- Organizing work</li> <li>- Punctuality</li> <li>- Attendance</li> <li>- Speed</li> <li>- Dependency</li> </ul>	
	Results	<ul style="list-style-type: none"> <li>- Efficiency</li> <li>- Achievements</li> <li>- Completion of work on schedule</li> <li>- Quality of work</li> </ul>	

Reward System	Financial Rewards	- Bonuses - Salary increments - Benefits - Promotions	Roberts (2005)
	Non-Financial Rewards	- Recognition - Trust - Relationship -Career progress	
Job Security	Biological and environmental aspect	- Future Career - Job Environment	Pillay (2006)
Training	Personal Aspect	- Promotions - Motivation - Stress	Alshuwairekh (2016)
	Organizational Aspect	- Level of problem-solving ability - Feedbacks - Productivity	

**Source: Based on literature**

### **Methods of Data Collection**

Preliminary data was gathered by a self-administered questionnaire that was distributed among technical assistants. Process of questionnaire design was summarized as follows. Basic phenomena were measured by using negatively ranked 5-point Likert scale questions. Secondary data was collected from published books, journal articles, newspapers, magazines and annual reports of the Irrigation Department.

### **Data Analysis**

#### **Reliability**

Reliability of variables was measured and Table 4 explains the results.

*Table 4: Reliability Test*

Variable	Cronbach's Alpha	No. of Items	Comment
Reward System (RS)	.833	4	Accepted
Job Security (JS)	.771	4	Accepted
Training (TR)	.846	4	Accepted
Job Performance (JB)	.711	4	Accepted

**Source: Survey data, 2021**

According to Table 4, the Cronbach's Alpha value for all variables exceeds .7. It reveals that there is a strong internal consistency of the scale and it has a high reliability level. In other words, all 16 items are reliable to measure the job performance of technical assistants who were work at the Irrigation Department

### Summary of Descriptive Statistics

Descriptive statistics of variables were measured and Table 5 explains the results.

Table 5: Summary of Descriptive Statistics

Variable	Mean	Std. Deviation	No. of Items
Reward System	3.9100	.82688	4
Job Security	3.9150	.71881	4
Training	3.8975	.69821	4
Job performance	3.8900	.68472	4

Source: Survey Data, 2021

According to the univariate analysis in Table 4, job security has the highest grand mean value which is 3.9150 with 0.71881 standard deviation. It denotes that respondents have more favorable attitude towards job security than the other factors.

Reward system has the second highest grand mean value which is 3.9100 with the highest standard deviation of 0.82688. The third highest grand mean value is 3.8975 for training factor. Job performance has the lowest grand mean value (3.8900) with the lowest standard deviation value (.68472).

Here, mid-point value was 3.5 on a 5-point Likert scale. If mean value is equal or greater than 3.5 on 5-point scale and standard deviation is less than 1, that can be explained as there is a lower dispersion level included. According to Table 5, mean values of all five variables exceeded 3.5 and all standard deviation values stayed below 1. That reveals that employees have a favorable perception in relation to the existing practice of reward system, job security, training and the level of their job performance.

### Pearson Correlation Analysis

Researcher has conducted Pearson Correlation analysis for this study to evaluate the relationship among each and every independent variable and job performance of technical assistants who work at the Irrigation Department in Ampara District in Sri Lanka. Generally, Pearson Correlation values are being ranged from -1 to +1. If the Correlation values are closer to +1 or -1, it means variables are closely related. But if Correlation values are closer to 0, it means there is no relationship between each and every variable.

Table 6: Pearson Correlation Analysis

Variable	Correlation	Sig. Value (P value)
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Reward System	.650	.001
Job Security	.688	.001
Training	.742	.001

**Source: Survey Data, 2021**

According to Table 6, Pearson’s coefficient of correlation between reward system and job performance is .650 and significant level is .001 ( $P < .05$ ). It means there is a moderate level significant correlation between drive for reward system and job performance of technical assistants that is statistically significant.

According to Table 6, Pearson’s coefficient of correlation between job security and job performance is .688 and significant value is less than .05 ( $P < .05$ ). It indicates there is a moderate level significant correlation among job security and job performance of technical assistants which is statistically significant.

Finally, Pearson’s coefficient of correlation among training and job performance is .742 and significant value is .001 ( $P < .05$ ). Among the Pearson’s coefficients of correlation values of reward system, job security and training, the value of training relating to Pearson’s coefficient of correlation value is higher than reward system and job security. According to that, researcher concludes there is a strong significant association between training and job performance of technical assistants

### **Multiple Regression Analysis**

General objective of this study is to identify affecting level of independent variables on job performance of technical assistants. Hence, researcher has utilized multiple regression analysis to identify the impact of particular factors on technical assistants’ job performance. Four assumptions of normality, linearity, multi-collinearity and homoscedasticity were considered for the regression analysis and results of all four assumptions can be accepted.

*Table 7: Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768	.590	.577	.44518

**Source: Survey Data, 2021**

Table 7 shows the model summary of multiple regression analysis that provides R and R<sup>2</sup> values. R value represents simple correlation ( $R = .768$ ) which indicates a high degree of correlation between dependent and independent variables. Value of explanatory power (R<sup>2</sup> value) indicates degree to

which extent variance of job performance is explained by reward system, job security and training. It can be concluded as 59% ( $R^2 = .590$ ) of the total variance of job performance has influenced by reward system, job security and training.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.389	3	9.130	46.067	.001
	Residual	19.026	96	0.198		
	Total	46.415	99			

Table 8: ANOVA Test

**Source: Survey Data, 2021**

According to Table 8, Significant value of model summary represents .001 and it is less than the .05 ( $\text{Sig} < .05$ ). It indicates that overall regression model statistically and significantly predicts the outcome variable which means reward system, job security and training are the most suitable variables to explain technical assistants' job performance.

Table 9: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta$	Std. Error	Beta		
1	(Constant)	1.785	.254		7.029	.000
	Reward system	.538	.064	.650	8.473	.001
	Job Security	.655	.070	.688	9.374	.001
	Training	.728	.066	.742	10.960	.001

**Source: Survey Data, 2021**

$\beta$  value of Table 9 indicates the degree to which extent the dependent variable can be affected by a certain independent variable while other independent variables remain constant.

$\beta$  value for reward system is .538. It denotes that increasing 1 unit of reward system causes to increase job performance by .538 units while other two remaining independent variables are constant. Positive

$\beta$  coefficient value represents a significant relationship between reward system and job performance of the technical assistants. Significant value of reward system is .001 (Sig. Value < .05), which represents the impact on reward system and job performance that is statistically significant. However, reward system has the lowest standard  $\beta$  value which is .538, and relatively reward system has a weaker influence than other two factors on job performance of technical assistants. When considering about the standardized beta coefficients, the highest standardized beta coefficients have .742 in training, job security (.688) and reward system (.650) respectively.

Job security has .655  $\beta$  value and it devotes when job security is increased by 1 unit, job performance of technical assistants increases to .655 units. When Positive  $\beta$  coefficient implies, there is a significant relationship between reward system and job performance. Significant value for job security is .001 (Sig. Value < .05) which indicates that the impact among job security and job performance is statistically significant.

Finally, training involves .728  $\beta$  value at .001 significant level, which indicates when training increases by 1-unit, job performance also increases by .728 units. Positive  $\beta$  coefficient represents that there is a significant impact on training and job performance. Since significant value is less than .05 it shows that impact on reward system and job performance is statistically significant. When compared with reward system and job security, training has higher values relating to the  $\beta$  value and standardized beta coefficients. According to that reading, the training is able to have a larger impact on job performance than the other two factors.

### **Hypothesis Testing**

According to the results from univariate, bivariate and multivariate analyses, hypotheses of this study can be illustrated.

The first hypothesis (H1) considers that the reward system significantly impacts on employee job performance. Mean value and standard deviation indicate that there is a favorable level of employee perception towards the reward system. Correlation between the reward system and job performance is significant ( $r = .650$ , at 95% confidence level). It proves rejecting the null hypothesis and accepting the alternative hypothesis

The second hypothesis (H2) mentions the impact of job security on job performance. Mean value and standard deviation indicate that there is a favorable level of employee perception towards the job security. Correlation between job security and job performance is significant ( $r = .688$ , at 95% confidence level). It proves rejecting the null hypothesis and accepting the alternative hypothesis

Third hypothesis (H3) mentions the impact of employee training on job performance. Mean value and standard deviation indicate that there is a favorable level of employee perception towards the job training program conducted by the organization. Correlation between the training and job

performance is highly significant ( $r = .742$ , at 95% confidence level). It proves rejecting the null hypothesis and accepting the alternative hypothesis.

## CONCLUSION

### Findings of Study

This study was conducted by the researcher to investigate the research problem which was “Do reward system, job security and training significantly impact on the technical assistants’ job performance who work at the Irrigation Department in Sri Lanka?” Based on literature review, the conceptual framework was developed by the researcher to test the relationship of technical assistants’ job performance with the independent variables such as reward system, job security and training. The researcher was able to prove the objectives as follows;

- To find the impact of the reward system, job security and training on the job performance of technical assistants who work at the Irrigation Department in Ampara district, Sri Lanka

According to the data analysis and discussions’ statistic values, there is a 0.650 correlation value between reward system and job performance. Correlation value between job security and job performance is 0.688 and the highest correlation is between training and job performance which is 0.742. When considering all three correlation values, all amounts exceeded .5. It means all are closer to 1. Thus, there is a significant relationship between these independent variables and dependent variable. Due to that significant relationship, researcher concludes that there is a noteworthy impact of reward system, job security and training on the job performance of technical assistants who work at the Irrigation Department in Ampara district in Sri Lanka.

- To find the most influential factor on the technical assistants’ job performance out of the selected factors

When considering the calculated  $\beta$  values, training variable has the highest  $\beta$  value which is 0.728. It denotes that increasing 1 unit of training causes to increase job performance by 0.728 units while other two remaining independent variables are constant. Further,  $\beta$  of the standardized regression coefficient value of 0.742 indicates that is the largest effect on job performance.

- To find the least influential factor on the technical assistants’ job performance from the selected factors

When considering the calculated  $\beta$  values, reward system has the lowest  $\beta$  value which is 0.538. It denotes that increasing 1 unit of reward system causes to increase job performance by 0.538 units while other two remaining independent variables are constant. Further,  $\beta$  of the standardized regression coefficient value of 0.650 indicates that there is a lowest effect on job performance. According to that, researcher concludes reward system is the least influential factor on the technical assistants' job performance through the selected factors.

## **Conclusion**

The researcher has investigated several factors that may influence technical assistants' job performance. In this regard, the researcher firstly looked at the impact of three key factors namely reward system, job security and training on technical assistants' job performance

Third selected factor which is training has a strong and significant impact on job performance of technical assistants. It is also the most dominant factor affecting job performance, because it has the highest  $\beta$  value ( $\beta = .728$ ). This finding denotes that the technical assistants are more sensitive to their training programs to improve their job performance than other factors. Second most important factor is job security which also significantly impacts technical assistants' job performance ( $\beta = .655$ ). Furthermore, reward system also has a significant impact on technical assistants' job performance, but it has the lowest  $\beta$  value ( $\beta = .538$ ) and due to that, researcher concludes that reward system has the least impact on technical assistants' job performance. According to the findings, the variables can be ranked according to the degree of their importance and impact as training, job security and reward system respectively. However, researcher concludes that all these three independent factors have a significantly impact on the technical assistants' job performance.

## **Managerial Implications and Recommendations for Future Researchers**

According to the findings of the study, researcher presents some suggestions and recommendations. As findings of this study, there is a significant relationship and impact among technical assistants' job performance and independent variables such as reward system, job security and training. Hence, administration of the Irrigation Department can use this study to enhance the job performance of technical assistants.

As per the findings of the study, there is a substantial impact of reward system on job performance of technical assistants. Then these findings can be used to increase job performance of technical assistants by using the variance of reward system. Administrative parties of the Irrigation Department are able to pay their attention on bonuses, salary increments, promotions, recognitions, building trust and proper inter-personal relationships as they can improve technical assistants' job performance.

On the other hand, there is an important impact of job security on job performance of technical assistants. So, this study helps administrative parties to make some decisions to improve job performance by providing proper secure job environment and stable career future.

When it relates to the training, it also has a momentous and highly powerful impact on technical assistants' job performance. Due to that, administration of the Irrigation Department can use the findings of this study to boost job performance of technical assistants by using training indicators by improving personal aspects and organizational aspects.

Future researchers can test the other variables such as employee engagement, goals and expectations, morale and company culture, supervision and discipline management to find out to which degree they impact on job performance of an employee.

According to that, this research will help to management and administration as well as technical assistants to perceive their relationship with reward system, job security and training. So, those can be used for the purpose of successful and satisfied work life of not only the technical assistants, but also of any employee to gain a high performing employment status.

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