

Impact of Strategic Role Behaviour on Employee Performances

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Abstract

Private sector related to the agrochemicals plays a vital role in the agrochemical industry in Sri Lanka. There is a huge competition among agrochemical companies in Sri Lanka. Employee's performance is the key driving force for the market competition and productivity of the company. Analysing the discrepancy between potential and actual performance of the employees is crucial for those agrochemical companies. Hence, this research focused to identify the determinants of the discrepancy of employee performance and to identify the impact of employer's strategic role behavior on performances. One of the leading private sector agrochemical Company in Sri Lanka was purposively selected for this study. Primary data was collected from randomly selected 50 employees using structured questionnaire. Standard statistical procedures, such as regression analysis, Pearson correlation analysis and Wilcoxon sign rank test were employed to analyze the data. The study concluded that employee's personal determinants namely employees experience, skills, motivation and confidence are significantly affect for the discrepancy of employee performances while managerial role on employees performances namely organizing procedure, delegation, authority distribution and management, coordination among employees have significant negative impact on employee performances($p=0.000$). According to the Pearson correlation analysis, the age of the employees have significant correlation with employees work load & schedule. Past experience of the employees have significant correlation with role ambiguity, employees planning ability, skills of the employees, confidence and the motivation of the employees. Furthermore, this study suggested that organization management in agro chemical companies must focused on employee's personal factors and managerial behavior apart from strategic role behaviour in order to improve the employee's performance effectively.

Keywords: Agro chemical company, Employee performances, Human resource practices, Strategic human resource management, Strategic role behavior

INTRODUCTION AND RESEARCH PROBLEM/ISSUE

Introduction to the research theme

Employee is selected or hired by the employers for a specific job to be performed in an organization (Nikoloski, 2016). They are the true asset of an organization. Employees give their best contribution for successful functioning of the organization. Employees provide their best to achieve the specific target within the particular time framework. Employees performances are directly connect with the HRM practices. HRM practices are considered as a significant factor for success of the organization since it affect for the employees performances. The successful implementation or failure of HRM practices depend on the skills of the managers (Guest, 2011).

According to (Schuler, 1992) strategic human resource management is about getting the strategy of the business implemented effectively. In widely SHRM is integration and adaption. Its ensure that (1) integration of HR practices and strategic needs of the firm (2) HR policies are related with the policy areas and hierarchies and (3) HR practices are conducted by the line managers and the employees for their day today work.

Improvement of employee performances can lead to business success while evaluation of employee performances will assist to the organization management to determine the level of the each employee's performances. Employee performance improvement will help to achieve the goals of the organization and also successfully meet the deadlines, make sales and build strong brand through the positive customer relationship. When the employee's performances are improving, they will do their work affectively and make positive working environment. Improving of employee performance is important since it will enhance the individual growth of employees in their career path.

Literature Review

Annual reports and cooperation statements underlies one common message indicating that humans represent most precious resources. Thus, the key element to the success and survival of a given organization is that the availability of the proper personnel at the proper place and at the proper time (Esmael et al.,2016). It's apparent that there's an awareness of the speedy and sophisticated changes occurring within the market environment among organizations and managers. Efficient employee relation involves creating and cultivating a motivated and productive workforce. (Sequeira and Dhriti,2015). Improving the worker relations practices a

corporation can improve the performance of employees and thereby the general productivity of the organization. (Sequeira, 2015).

Although performance evaluation is the center of overall performance management (Lyons, 2006), the performance of a person or a company rely closely on all organizational policies, practices, and design features of a company. Hence many determinants are affect for the employees' performances. (Bhogle and Bhogle, 2011) shows that factors including talent, team climate, collective pride, commitment, leadership, purpose, communication, continuous improvement, team ethics and team bonding play a main role in constructing effective high performance teams. Also some organizational factors such as work place wellbeing, working environment and policies and procedures are affect for the performances (Anitha, 2013). Further authentic and supportive management leadership is affect for the incensement of employee involvement, satisfaction and confidence of the employees (Schneider et al., 2009).

When the worker undergo in training and career development programs, themselves can build their motivation on training area and improve the engagement on their job. Alderfer (1972) suggest that one of method to rewarding people is to giving a chance to grow by the organization. Organizational rules and procedures are extremely a critical factor for performances and assist for the success of the enterprise goals. Important regulations and procedures may include honest recruitment and selection, flexi-timing, resource in balancing work and life, and equal promotional policies.

(Islam and Shazali, 2011) reveal that working environment should consist a good culture, a good team, good boss, good physical environment, job security, sustainable compensation package, and availability of meals and drink within the workplace. Through that able to increase moral of the employees and the productivity of the company. Compensation or remuneration also an important attribute that motivate employees to achieve more, focus on their work and personnel development. Saks and Rotman (2006) found out that recognition and rewards are great motivators of worker engagement. When it given by an organization, employees are giving their best to the organization.

Managerial function are also an important attribute for the employee performances. It is proved by the Joshi and Sodhi (2011), namely job content (autonomy, challenging opportunities for learning), repayment/financial benefits (appealing salary qualifications and responsibility, enough repayment for the work), work-life balance (appreciative of personal needs, able to

spend time with family), top-management employee relations (approach potential of pinnacle control, their values and moral conduct, equality in treatment, respecting the views of subordinates, supplying an environment of working together), scope for development and career growth (well-designed coverage, good enough possibilities for career growth and advancement, laid down career growth paths, implementation of the promotion coverage in a truthful and obvious manner, assist to the employees in achieving their development) and team work (importance, cooperation in inter and intra branch teams).

Human resource management (HRM) is worried with all aspects of how people are employed and managed in organizations. Strategic HRM is about 'how the use relationships for all employees is managed in such the way on contribute optimally to the organization's goal achievement' (Alvesson, 2009). The behavioral perspective of strategic HRM asserts that designing powerful HRM rules and practices requires know-how the behavioral imperatives of the business goals and then developing an HRM system to encourage, elicit, and sustain the desired behaviors (Jackson, 2013).

The roles that individuals count on in businesses fall into three categories: leadership, managerial, and operational. In each case, behaviors related to a given role must assist strategic needs. Within the leadership roles are explained and measured direction & aligning of employees, motivation given to the employees and inspiring individuals by the management. Under the managerial roles mostly considered that appropriate orientation to employees on new assignments, effective coordination, providing informations need to be successful, and make sure their targets are clearly understood. In the operational role they are the roles needed to deliver services or make products. In essence, they are "doing" roles, and as such their content is a ways more unique than for the opposite roles (Schuler & Jackson, 1987). Once the role behaviors, whether or not leadership, managerial, or operational, are identified, HR practices can be evolved to cue and reinforce role performance. While many HR practices are used in corporations without regard to organizational strategy, a few practices tie role behavior directly to strategic needs (Schuler & Jackson, 1987).

Research problem

The selected agro chemical company was the leading conglomerates of the agrochemical industry in Sri Lanka (Annual report of selected company, 2019). Anyhow, they have observed the low performances of the sales officers in the company even though their management strategies are supposed to be best. Therefore, this research study aim to identify the factors

cause for the low performance and the analysis the impact of strategic role behavior within the company on the employee performances.

Research objectives

The main objectives of this study is to identify the impact of strategic role behaviour on employee performances within the company. To achieve the main objective, specific objectives are used to identify the factors affecting for low performance level of the employees, factors affecting for the strategic role behavior within the company and to give recommendations to the company to improve employee performance.

RESEARCH METHODOLOGY

Conceptual Framework

The below conceptual framework represent how to identify the determinants affect for discrepancy of employee performances, identify of strategic role behavior roles and the impact strategic role behavior on employee performances.

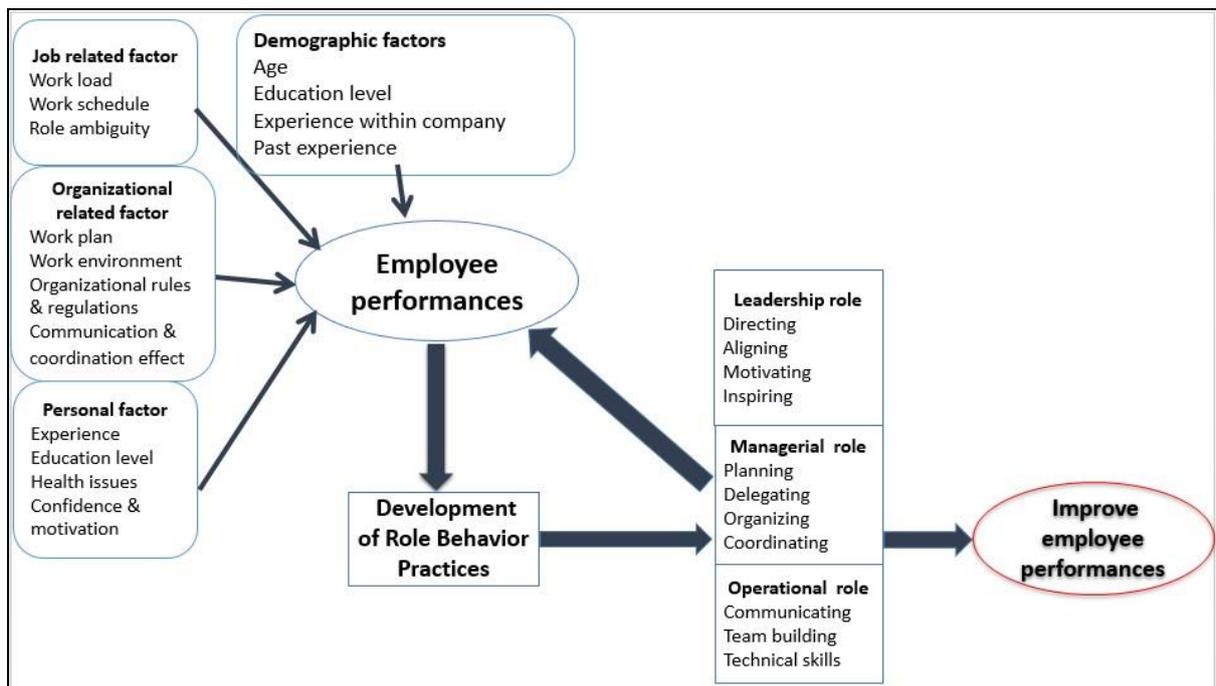


Figure 10: Conceptual Framework of the study

Population, Sample and Sampling Technique

Population for this research study was all employees (120) working as office staff and field staff in the agrochemical company (Since 2008). By considering time limitation and the convenience of conducting the research, a 50 employees were randomly selected as the sample.

Data collection

Primary data was collected through a survey with the guidance of a pre tested questionnaire. Secondary data was obtained from articles, journals, reports, books, research articles, web sites and internet.

Analysis of Data

Data analysis was carried out using both qualitative and quantitative analysis. Descriptive statistical methods were used to analyze qualitative data. Charts, graphs, tables and figures were used to present the results. Inferential data was analyzed using Wilcoxon Sign Rank Test and Linear Regression Model.

Dependent variable; Performance indicator

Performance Indicators are described as a representation of group of measures that specialize in those factors of organizational performance which can be the most essential for the current and destiny success of the organization (Ganesan and Paturi, 2009). In this study, a performance indicator was developed by considering employees work involvement, commitment/hard working and satisfaction since these variables are directly affected to the discrepancy of employee performance.

Independent variable

Independent variable is the value of variable which affect the value of other variable. In this study there were six independent variables namely job related factors, organizational factors and personal factors which are identified as factors affect for the discrepancy of employee performance criteria. In the job related factors work load, work schedule and role ambiguity were considered. Under the organizational factors work plan, work environment, organization rules and regulation, communication and coordination effects were considered. Experience, education level, health issues and confidence and motivation comprised under the personal factors.

Also leadership, managerial and operational roles were identified as factors affect and the impact on strategic role behavior on employee performances criteria. Under the leadership roles management directing, aligning, motivating and inspiring roles were considered. Planning, delegating, organizing and coordinating roles were comprised in the managerial role. For the operational role communication, team building and technical skills were considered.

RESULTS AND FINDINGS

Descriptive Data Analysis

Demographic characteristics of the sample

Table 1: Distribution of demographic characteristics

	Categories	Frequency	Percent	Valid Percent (%)	Cumulative Percent
Age distribution	20-25	19	38.0	38.0	38.0
	26-30	13	26.0	26.0	64.0
	31-35	14	28.0	28.0	92.0
	36-40	4	8.0	8.0	100.0
	Total	50	100.0	100.0	
Gender distribution	MALE	47	94.0	94.0	94.0
	FEMALE	3	6.0	6.0	100.0
	Total	50	100.0	100.0	
Education of the employees	O/L(PASS)	4	8.0	8.0	8.0
	A/L(PASS)	16	32.0	32.0	40.0
	DIPLOMA	16	32.0	32.0	72.0
	GRADUATE	8	16.0	16.0	88.0
	OTHER	6	12.0	12.0	100.0
	Total	50	100.0	100.0	
Marital status of the employees	MARRIED	18	36.0	36.0	36.0
	SINGLE	32	64.0	64.0	100.0
	Total	50	100.0	100.0	
Work experience of employees within the company	LESS THAN 1	15	30.0	30.0	30.0
	1-2	17	34.0	34.0	64.0
	3-5	7	14.0	14.0	78.0
	6-10	7	14.0	14.0	92.0
	OVER 10	4	8.0	8.0	100.0
	Total	50	100.0	100.0	
Past experience of the employees	NONE	36	72.0	72.0	72.0
	1-2	5	10.0	10.0	82.0
	3-5	7	14.0	14.0	96.0
	6-10	1	2.0	2.0	98.0
	OVER 10	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Source: Author's own data, 2020

Age distribution of employees: Total sample was classified in to four age groups considering their age including between 20-25, between 26-30, between 31-35, between 36-40 and above 41 years.

According to the age distribution of employees graph majority of employees belong to the age group of between 20-25 years. This group represent 38% of the total sample.28% of the sample

belong to the age group of between 31-35 years.26% and 8% of total sample belong to the age group between 26- 30 years and 36-40 years respectively. There were no employees above the age group of 41 years.

Gender Distribution of the Employees: According to the gender distribution, 6% represent females and 94% represent males. Percentages are highly different. It can be considered as there is no good sample distribution based on the gender.

Education level of the employees: Employees' education level is important for the identifying of their performances. Majority of the employee's highest education level was A/L (PASS) and diploma holders. Both levels represent 32% of total sample.16% of total sample employee were gradulators. 12% of total sample employees belong to the other category who were certificate level and in completers. Only 8% of total sample were under O/L (PASS) category.

Marital status of the employees: According to the marital status of the employees 64% of the employees were married and 36% were single. It proves that majority of the employees in the sample were married.

Work experience of the employees within the company: Majority of employees were having less experience within the company. Which mean 34% of total sample belong to the year category of between 1-2 years. 30% of employees were having less than 1 year experience. Year category of 3-5 year and 6-10 years' experience have only to 14% of employees. Only 8% of sample have over 10 year experience within the company.

Past experience of the employees: Majority of the total sample were not having any past experience in their position. As a percentage it is 72%. 14% of total sample were having 3-5 years of experience on their position.10% of employees were having 1-2 year experience on their position. Only very few were having 6-10 year experience and over 10 year experience. As a percentage both are 2%.

Inferential Data Analysis

Job related factors affect for the employees' performances

Under job related factors three sub factors were considered namely work load of employees, work schedule and role ambiguity of employees.

Table 2:Job related factors affect for the employees' performances

STATEME NT	MEAN VALUE	TEST VALUE	P - VALUE	DECISION
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Work load	4.48	4.70	0.000	Work load is not significantly affect for the performances.
Work schedule	4.12	4.68	0.000	There is no too many deadlines in job role and work schedule is not tight for performances.
Role ambiguity	2.30	-3.39	0.001	Job role is clear.

Source: Author's own data, 2020

According to the results, all variables which were taken to identify the job related factors were significantly affect for the discrepancy of employee performances ($p < 0.005$). As the table shows, the employees have indicate that work load is not significantly affect to their performances, work schedule is not tight and their job role is clear.

Organizational factors affect for the employees' performances

Under the organizational factors five sub factors were considered namely work plan, work environment, organization rules & regulations, organizational communication & coordination and organizational motivation.

Table 3: Organizational factors affect for the employees' performances

STATEMENT	MEAN VALUE	TEST VALUE	P VALUE	- DECISION
Work plan	3.33	2.00	0.045	Employees are able to plan their work and achieving according to the planned schedule.
Work environment	2.38	-3.94	0.000	Culture and the emotional climate of the organization is positive and supportive.
Organization rules and regulations	4.39	4.82	0.000	Employees are aware about changes on rules and responsibilities of the company.
Organization communication and coordination	4.88	5.90	0.000	Employees have better communication and coordination with their supervisors.
Organization motivation	3.98	4.45	0.000	Performance evaluation procedure and organization motivate employees for better performances.

Source: Author's own data, 2020

According to the results, five variables which were taken to identify the organizational factors were significantly affect for the discrepancy of employee performances. Employees have indicated that organization environment is supportive, employees are aware about changing of company rules & regulations, employees have better communication & coordination with their supervisors, performance evaluation procedure & organization motivate employees, employees could able to plan their work and achieve them according to the planed schedule.

Personal factors affect for the employees' performances

Under personal factors four sub variables are considered namely experience of the employees, skill level of employees, health issues and confidence & motivation.

Table 4: Personal factors affect for the employees' performances

Statement	Mean Value	Test Value	P - Value	Decision
Experience	2.87	-2.14	0.032	Employees have good relationship with co-workers and farmers/dealers.
Education level	3.62	3.56	0.000	Employees use number of skills to conduct their job well.
Confidence and motivation	4.95	5.34	0.000	Employees have confidence, actively involved in work and considered as a valued employee in the company.
Health issues	2.98	-0.188	0.851	Employee's working condition is secured and healthy.

Source: Author's own data, 2020

According to the results, three sub variables out of four variables which were taken to identify the personal factors of the employees were significantly affect for the discrepancy of employee performances. Table 4 indicate that employees have good relationship with co-workers & farmers/dealers, used number of skills to conduct their job well, employees have confidence & self-motivated. The fourth variable is indicated that employees working condition is secures & healthy.

Identification of impact factors affecting on discrepancy of employee performances.

Linear regression model was conducted to identify the impact of each main factors for the discrepancy of employee performances.

Table 5: Coefficient summary

Model	Coefficients					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
Constant	1.377	.646		2.133	.038	
Job related factors	-.081	.041	-.176	-1.959	.056	
Organizational factors	-.003	.038	-.009	-.068	.946	
Personal factors	.335	.049	.879	6.820	.000	

a Dependent Variable: Performance Indicator

Source: Author's own data, 2020

The results identifies the negative relationship between jobs related factors and employee performances means, when employees' job related factors are more strong performance discrepancy decreases. However, the P value is more than 0.05 level of significant ($P = 0.056 > 0.05$) which suggest the relationship is statistically insignificant. Further, it has shown the negative relationship between organizational factors and discrepancy of employee performances means, when organizational factors become more strong, performance discrepancy decrease. However, the P value is more than 0.05 level of significant ($P = 0.946 > 0.05$) which suggests the relationship is statistically insignificant. Personal factors shows the statitically significant positive relationship with the employee performances

Correlation with demographic characteristics and independent variables affect to the discrepancy of employee performances.

Table 6: Person correlation table

	Job related factors			Organizational factors		Personal factors	
	Work load	Work schedule	Role ambiguity	Work plan	Work environment	Skills level	Confidence & motivation
Age							
<i>Person co.</i>	0.364**	0.366**	0.220	0.080	0.218	0.213	0.147
<i>Sig.</i>	0.009	0.009	0.125	0.582	0.128	0.137	0.308
Education	-0.250	-0.202	0.388**	-0.107	-0.249	-0.289*	-0.176
<i>Person co.</i>	0.08	0.159	0.005	0.460	0.082	0.042	0.221

Sig.

Past experience							
<i>Person co.</i>	0.165	0.216	0.533**	0.544**	0.156	0.307*	0.355*
<i>Sig.</i>	0.253	0.131	0.000	0.000	0.278	0.030	0.011

** . Correlation is significant at the 0.01 level (2-tailed). Source: Author's own data, 2020

* . Correlation is significant at the 0.05 level (2-tailed).

The results of Pearson Correlation can be explained as follows;

Pearson correlation was applied to the data to check the relationship between demographic characteristics and factors affecting to the discrepancy of employee performances. For the demographic characteristics employee's age, education level and their past experience were considered.

According to the table 06 in relation to job related factors, there is a positive correlation for work load and work schedule with the age of the employees. Role ambiguity have correlation with the education level of the employees, which means the job role is cleared for the employees who have higher education qualification. Furthermore role ambiguity have positive correlation with the past experience of the employees.

In context to organizational factors, there is a positive correlation for the work plan with the past experience of the employees. In connection to personal factors, there is a positive correlation for the skill level and confidence & motivation with the past experience of the employees. Also there is a negative correlation for the skill levels of the employees with their past experience. All the variables which have correlation are statistically significant as ($P < 0.05$).

Identifying of strategic role behaviour within the organization

Three major role behaviours were considered in this study: leadership role, managerial role and operational role.

Determinants of organizational leadership role: Under leadership role four roles were considered namely directing, aligning, motivation and inspiring.

Table 7: Determinants of organizational leadership role

Statement	Mean	Test value	Sig.	Decision
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Directing	5.8600	6.51	0.000	Company management establish clear direction for the employees.
Aligning	5.9900	6.19	0.000	Management align and guide employees when they are in conflict.
Motivation	5.5400	6.08	0.000	Management motivate employees for the better performances
Inspiring	3.5800	3.78	0.000	Company leadership inspired employees for better performances.

Source: Author's own data, 2020

According to the results, four variables which were taken to identify the leadership roles were significantly affect for the employee performances. Employees have indicate that company management established clear directions for them, align & guide them when they were in conflict, motivate them for better performances and company leadership inspired them for better performances.

Determinants of organizational Managerial role: Under managerial role four roles were considered namely planning, delegating, organizing and coordinating.

Table 8: Determinants of organizational managerial role

Statement	Mean	Test value	Sig.	Decision
Planning	3.7600	5.04	0.000	Organizing procedures are clear and easy to follow up.
Delegating	5.4700	6.11	0.000	Management delegate tasks to implement new procedures.
Organizing	3.2400	1.8	0.070	Management is not fairly distribute the authority among employees.
Coordinating	5.2400	6.03	0.000	Management maintain proper relationship with employees.

Source: Author's own data, 2020

According to the results of above table, three variables out of four variables were significantly affect for employee performances. The third variable is accepted as the p value is greater than 0.05. Even though employees were indicate that organizing procedures are clear & easy to follow up, management delegate tasks to implement new procedures, management maintain proper relationship with them, distribution of authority among employees is not fair.

Determinants of organizational Operational role: Under operational role three variables were considered namely communication, team building, and technical skills.

Table 9: Determinants of organizational operational role

Statement	Mean	Test value	Sig.	Decision
Communication	8.6667	6.18	0.000	Communication with management will motivate and update employees on recent achievement.
Team building	5.6500	6.19	0.000	Company provide good support to the team and work at all levels together.
Technical skills	3.2600	1.89	0.058	Company did not identify employees' needs on training programs to improve their skills.

Source: Author's own data, 2020

According to the above results two variables out of three variable which were taken to identify the operational roles were significantly impacted. The third variable is accepted as the p value is greater than 0.05. Even though employees indicated that communication will motivate & update them on recent achievement, provide good support to team & work at all levels, company did not identify employee's needs on training programs to improve their skills.

Identification of impact of strategic role behaviour within the organization.

Linear regression model was conducted to identify the impact of each role behaviours for the employee performances.

Impact of strategic role behaviour on employee performances:

Table 10: Coefficient summary

Model	Coefficients			t	Sig.
	Unstandardized		Standardized		
	B	Std. Error	Beta		
Constant	6.099	2.025		3.012	.004
Managerial Role	-.300	.108	-.523	-2.775	.008
Leadership Role	.011	.105	.020	.101	.920
Organizational Role.	.236	.142	.306	1.655	.105

Dependent Variable: Performance Indicator

Source: Author's own data, 2020

The results of the Linear Regression has shown that there is a positive relationship between leadership role and employee performances means, when leadership role become stronger, performance increase. However, the P value is more than 0.05 level of significant ($P = 0.920 > 0.05$) which suggests the relationship is statistically insignificant. Moreover, there is a negative relationship between managerial role and employee performances means, when managerial role become more strong, performance decrease. However, the P value is less than 0.05 level of significant ($P = 0.008 < 0.05$) which suggests the relationship is statistically significant. Further, it has identified the positive relationship between operational role and employee performances means, when operational role become more strong, performance increase. However, the P value is greater than 0.05 level of significant ($P = 0.105 > 0.05$) which suggests the relationship is statistically insignificant

Suggestions/Recomendations to improve employee performances: To give the suggestions and recommendations to improve the employee performances in the selected agro chemical company, five suggestions were introduces and the agreed percentage was calculated for each suggestions. Figure 02 shows the agreed percentage of respodenets distribution of given suggestions.

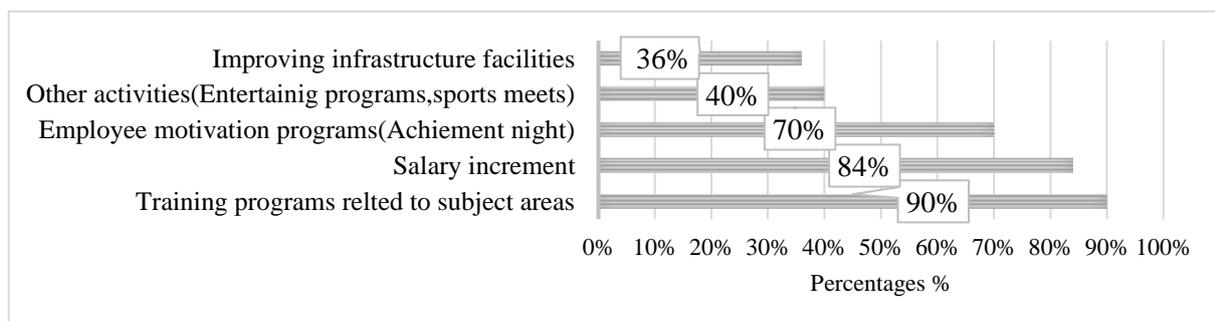


Figure 2: Agreed percentage of suggestion for employee performances

Source: Author's own data, 2020

CONCLUSIONS, IMPLICATIONS AND SIGNIFICANCE

Conclusion

As mentioned in the discussion of research findings, work load, work schedule, role ambiguity under job related factors, experience, skill level of employees, confidence & motivation under personal factors and work plan, work environment, organization rules & regulations,

organization communication & coordination, organization motivation under organizational factors are significantly impact on discrepancy of employee performances. Along with the main three determinants personal factors are positively significantly impact on discrepancy of employee performances. Further by improving employee experience, skills, confidence & motivation performance discrepancy could be reduced. Therefore, this will provide key to understand by the agro chemical company to initiate policies, programs and procedures to developed employees personal factors. Thus improving employee's personal related factors the performance discrepancy could be decreased.

Another finding of this study was employees who have higher education shows a better understanding about their job role within the company. This will important for the improving of efficiency and effectiveness of the employees performances. And also employees with better education level does not need high skills to conduct their performances. Therefore this will give better understandability to the company management to reconsideration of their recruiting procedure.

This study found that the negative relationship exist between employee performances and the management role of the company. That means company management coordination, authority distribution will lead the employees performances to lower level. It may sometimes employee's dissatisfaction regarding company management behavior. It means by empowering management role behavior can developed the employee performances.

Implications

It is suggested that Job related factors and organizational factors can be improve further to obtaining better performances from the employees. It means employees schedule procedure, clearance of the job role, working environment, awareness about company rules & regulations, company coordination & communication can be improve further within the company in order to reduce the employee performance discrepancy.

Company should mainly focus on providing career opportunities, facilitating training programs and salary increment to improve the employee performances. As the employees are seek the neediness of these opportunities highly. Company management procedure of handling employees (providing authority, management coordination) should change positively in order to improve employee performances. The new programs and policies must be link with the business goal and the human resources practices of the organization to create high standard organization in productivity and outcomes to be more competitive with other organizations.

Significance

The main purpose of this study is to identify the impact of strategic role behavior on employee performances of selected agro chemical private company in Sri Lanka. This will be important since there are less number of studies have been conducted under this topic from Sri Lankan context. The results of this study also will be important for the agro chemical company as management will gain better understanding about their employee's performances and the discrepancy of employee performances. Further they can improve their employee's performances strategically.

Considering the limitations in this study, to identify the discrepancy of employee performances only limited criteria have been used (determinants of employee performances, determinants of strategic role behavior). Also the data were extracted only from one agro chemical company with limited sample size. Whole agro chemical companies are not concerned. Therefore, the possibility of generating accurate conclusion by gathering data from whole agro chemical industry is limited.

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