

**Role of Work Environment in Employee Performance: Afghanistan Supreme
Court**

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Abstract

Work environments can provide social cues to organizational members on how to act appropriately, and employees tend to conform to such expectations to receive social approval from their peers. Thus, if a work environment develops a strong goal orientation, employees are more likely to align their individual goal orientations with the norms of the work environment to maintain harmony with their surroundings. As employers have a duty to make provision for emergencies that may affect the health and welfare of their employees it is essential to recognize the needs of all disabled employees, irrespective of the disability. There should be a procedure in place to ensure managers are confident as to the action to take place in seeking such advice. Advice should only be sought on specific issues directly related to the person's employment. Decisions affecting the employee should only be based on medical advice as it applies to the specific work environment.

Keywords: Work Environment and Employee Performance

Problem statement

The workplace environment considerably effects employee productivity, morale and engagement positively and negatively. The work place environment is not safe and healthy in most organizations in Afghanistan. These include poorly designed workstation, inappropriate furniture, lack of ventilation, irritating lighting, disturbing noise, not sufficient safety measures especially in fire emergencies and insufficient personal protective equipment. Those people who are working in such environment are disposed to some occupational diseases which surely impact on their performances and productivity. Therefore, the productivity is significantly decreased as a result of the workplace environment. The quality of the employees' workplace environment directly impacts on the level of motivation and performance of employees in an organization. The employees' engagement with the organization, specifically with their immediate environment immensely influences to a great extent their error rate, level of motivation and collaboration with other employees, absenteeism and untimely and how long they will stay in the organization.

Creating a good work environment where employees are productive is quite important for an organization to increase their profits and productivity. If an organization wants to increase their profits and productivity, it should focus on personal motivation and workplace environment.

The quality of the employee's workplace environment directly effects on the level of employee's motivation and subsequent performance. How well they engage with the organization, specifically with their direct work environment, greatly influences to a great extent their rate of errors, level of motivation and collaboration with other employees, absenteeism and finally how long they may stay in the organization. A considerable number of people spend half of their lives within indoor environments which significantly influence their mental status, performances and abilities.

Better outcomes and increased profitability is assumed to be the direct result of good workplace environment. Good physical workplace environment of office boosts the employees and subsequently improve their productivity.

Organizational Performance Status

The Supreme Court of Afghanistan. In accordance with article 116 of the Constitution of Islamic Republic of Afghanistan the judiciary is an independent body of the Islamic Republic of Afghanistan. The judicial power is comprised of the Supreme Court, Appeal Courts and Primary Courts the authorities of which are regulated by law. In accordance with article 117 of the Constitution, the Supreme Court as the highest judicial branch of the government is heading the judiciary power. The Supreme Court is managed based on law by the chief of Supreme Court, members, high council of the Supreme Court, general administration directorate of the judicial power and some professional and administration sections.

Work Environment

Working environment that involves many variables affects the way workers do their jobs. A relaxed and all-inclusive workplace environment can improve the morale of workers and thus boost the efficiency of the company. The study's objective was to examine the impact of working environment on employee performance in Nairobi City County's mobile telecommunications firms. The target population was all the staff at headquarters-based Airtel Networks Kenya Limited, Safaricom Limited, and Telkom Kenya Limited. Airtel's total number was 250, Safaricom's 976 and Telkom's 400. There were a total of 164 workers in the sample size. For the analysis, descriptive research design has been adopted. The researcher used the methodology of stratified random sampling to pick the workers. Using semi-structured questionnaires, the analysis

used primary data obtained. Data were analysed using descriptive statistics including frequencies, mean ratings, standard deviation and percentages. From the results, the study concluded that factors influencing employee performance in the work environment were physical environmental factors, compensation, style of management / leadership, training and development, and work-life balance. The results showed that workers of their companies were not happy with the style of management and promotions. The study suggests that mobile telecommunications companies need to develop more robust reward systems, change management style to transformational leadership style that involves all workers.

Organizations are facing evolving operational excellence in the current era of highly volatile business environment with the goal to give their customers a competitive advantage and ensure lasting results. The most important factor impacting the success of the company is its employee, as human resources are considered a source of sustainable competitive advantage. The workplace environment has a huge impact on either the negative outcomes or the positive outcomes for the workers. The objective of this study was to identify the impact of workplace environment on the employee's performance. The study used primary data and a sample of size 85 was selected in accordance with the Morgan sample selection method, including managerial and non-managerial employees from Brandix Intimate Apparel- Awissawella using the sampling technique already developed. Multiple Regression Model was used as the main technique of analysis of data. The survey results showed that as the most important indicator, task supports, supervisory support and physical work environment were positively significant for the success of the employee and job support. Implications are given from the conclusions and recommendations.

Objectives of the Research;

- I. To know the company structure, performance and environment
- II. To evaluate the practical difficulties in implementing personal policies practices of work environment and job roles of selected employees.
- III. To assess the importance of personnel management with practical orientation.
- IV. To know the dissatisfaction of employees towards their work environment.

Significance of the Problem

It is quite clear that work environment is very important because it directly influences on employees' performance in the organization. It is expected that the findings of the research will pave the ground for the organization authorities to accept the variables which strictly affect the employee's work environment and subsequently their performance in the organization. The researcher will also help managers of the organization to work on their relationship with subordinates and address issues which directly affecting the employee's performance and immediate environment. The research may serve as a background information to promote and advocate a good workplace environment for employees of the organization.

Literature Review

Tetteh and Asiedu (2012), said that to look at new ways of working, Businesses must move out of their traditional aspects. Business must provide an environment where employees enjoy their work with rational purpose and pride. The objectives of the study aimed to realize the impact of work environment on employees on a Produce Buying Company called Kumasi were to determine the impact of work environment on employee performance and to suggest measures and make appropriate recommendations to improve the working conditions for better performance. Methods used in conducting this survey were Descriptive sample survey and Simple random sampling. Respondents for this study were twenty-five senior employees and twenty-five junior staff. The main findings of the study showed that employer's interpersonal relationships with their managers were poor, employees have clear career advancement and a clear definition of task. As a result, it has been revealed that work environment affects employees. According to our research findings, we recommended the organization to hold periodic meeting sessions with their staff in order to motivate their employees in performing their tasks accurately.

Mercy Gacheri (2015) reported that the working environment that involves many variables affects the way workers do their jobs. A relaxed and all-inclusive workplace environment can improve the morale of workers and thus boost the efficiency of the company. The study's objective was to examine the impact of working environment on employee performance in Nairobi City County's mobile telecommunications firms. The target population was all the staff at headquarters-based Airtel Networks Kenya Limited, Safaricom Limited, and Telkom Kenya Limited. Airtel's total number was 250, Safaricom's 976 and Telkom's 400. There were a total of 164 workers in the sample size. For the analysis, descriptive research design has been adopted. The researcher used the methodology of stratified random sampling to pick the workers. Using semi-structured

questionnaires, the analysis used primary data obtained. Data were analysed using descriptive statistics including frequencies, mean ratings, standard deviation and percentages. From the results, the study concluded that factors influencing employee performance in the work environment were physical environmental factors, compensation, style of management / leadership, training and development, and work-life balance. The results showed that workers of their companies were not happy with the style of management and promotions. The study suggests that mobile telecommunications companies need to develop more robust reward systems, change management style to transformational leadership style that involves all workers. Employee working practises should also be strengthened in order to motivate workers to work.

Lankeshwara (2016), claimed that organisations are facing evolving operational excellence in the current era of highly volatile business environment with the goal to give their customers a competitive advantage and ensure lasting results. The most important factor impacting the success of the company is its employee, as human resources are considered a source of sustainable competitive advantage. The workplace environment has a huge impact on either the negative outcomes or the positive outcomes for the workers. The objective of this study was to identify the impact of workplace environment on the employee's performance. The study used primary data and a sample of size 85 was selected in accordance with the Morgan sample selection method, including managerial and non-managerial employees from Brandix Intimate Apparel-Awissawella using the sampling technique already developed. Multiple Regression Model was used as the main technique of analysis of data. The survey results showed that as the most important indicator, task supports, supervisory support and physical work environment were positively significant for the success of the employee and job support. Implications are given from the conclusions and recommendations.

Yutrika Vergie (2016) claimed that the physical work environment is one of the essential human requirements enabling people to effectively perform their work under specified conditions. It is the nature of the workplace environment of the employee that has the greatest influence on the motivation and subsequent performance of the employee level. Studies sought to understand the impact of the physical work environment on the performance of employees. Population of this studies is PT's employees. Regional Office of Bank Negara Indonesia Manado with a list of up to 29 respondents. Data analysis was Simple Linear Regression Processing and questionnaires for top-level managers and lower-level employees were designed as the data collection method. Evidence suggests that the physical work environment has a significant effect on the performance of workers. Management must pay attention to the physical work environment in order to maintain employee productivity, so that employees feel comfortable and happy to work in the business.

Research and Methodology

This research has examined the role of work environment in employee performance in context of the Afghanistan Supreme Court. The data have been collected from randomly sampled employees of different departments of the Afghanistan Supreme Court. The data collected by questionnaire (Appendix A) have been tested by SPSS software using descriptive analysis that illustrates the role of work environment in employee performance.

Research Method

In this research the case study, research design and deductive approach are used. The aim of this research is to determine the role of work environment in employee performance in Afghanistan Supreme Court (ASC). Descriptive Research is trying to describe what is happening

in more detail, filling in the missing parts and expanding our understanding, to expand understanding about existing knowledge.

Instrument used for primary data collection

This work was carried out based on the primary data collected through the survey instrument. The survey instrument used for this work is a standardized well-structured questionnaire. The questionnaires were employed to collect the primary data and relevant information from the employees of ACT. This survey instrument was designed and tested as a part of this work and proved reliability.

Pre-testing

A pilot study was conducted to obtain the preliminary assessment of internal validity of the research survey instrument questionnaire. For this purpose primary data were collected from 200 ASC employees. The results of the pilot study confirmed the internal reliability of the instrument deployed and hence, the same instrument was used in the identified sampling areas to collect the primary data needed for the present study.

Survey Instrument Reliability

The survey instrument was tested with appropriate reliability analysis comprising the computed value of Cronbach alpha and the alpha value for all the study variable taken up in the survey instrument is found to be well above the suggested value of 0.6 (Nunnally, 1978). The specific, details of alpha value for each of the study variable constituting the present work is shown in the Exhibit-4.

Exhibit-4: Details of the Measurement Scales with Corresponding Reliability values

S.No.	Cronbach Alpha	Number of Items
(i)	0.912	20

Population

Afghanistan Supreme Court administrative employees were taken as a population of the study because the study used a case study design. A total number of 60 employees out of 100 employees of different departments of the ACT authority were selected that would give the in-depth coverage and analysis of the results or the findings.

Sampling Size

A total number of 60 employees out of 300 employees of different departments and units of ASC Authority were selected.

Sampling Technique

Sample is a subset of a population, the process of picking a portion of the population to represent the whole population is known as sampling (Biondo et al, 1998). The random sampling technique has been acquired for this research. The different general directorates, departments along with units have been identified keeping in mind the availability and reach.

In the first step a formal permission was obtained through personal visit with heads of departments. In the second stage in a process the questionnaires were distributed personally to pre-selected employees already informed about the purpose of the questionnaire filling.

Data Analysis

The study analyzed data by using Statistical Package for Social Science (SPSS) software. Data processing involved editing, coding, tabulation which were used as key factors in the whole process of research. This was done in order to make the research accurate and effective. First a formal permission of each department's head has been taken then a total number of 80 employees

of different departments and units of the ASC authority was contacted and visited. Though after informing employees about the purpose of filling the questionnaire and determining the time for collecting the questionnaires the total numbers of 60 filled questionnaires were received in the form of hard copy. The data was decoded and entered in to the latest version SPSS. The statistical functions were used to test the hypothesis and analyze the objectives of this study and the results are presented in the next sections of this study.

Results and Analysis

Table 1. Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	44	73.3	73.3
	Female	16	26.7	100.0
	Total	60	100.0	100.0

Table (1) indicate gender wise distribution of the respondents. Gender of the respondents has been classified into two sub-categories i.e. Male and Female. The result reveals that out of total 60 respondents, 44 respondents i.e. 73.3% are male and 16 respondents i.e. 26.7% are female.

Hence, it is concluded from the results of the above table that majority of the respondents belongs to male category of gender.

Table 2. Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 21	1	1.7	1.7
	21-30	23	38.3	38.3
	31-40	24	40.0	40.0
	41-50	11	18.3	18.3
	above 50	1	1.7	1.7
	Total	60	100.0	100.0

Table (2) indicate Age wise distribution of the respondents. Age of the respondents has been classified into five sub-categories i.e. less than 21, 21-30, 31-40, 41-50 and above 50. The

result reveals that out of total 60 respondents, 24 respondents i.e. 40% range between 31-40 years of age, 23 respondents i.e. 38.3% age between 21-30, 11 respondents i.e. 18.3% are between 41-50 years old, and 2 respondents i.e. 1.7% each age below 21 and above 50 years of age.

Hence, it is concluded from the results of the above table that majority of the respondents belong to age groups of 31-40 and 21-30 respectively.

Table 8. I am satisfied with my position in this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.7	1.7	1.7
	Disagree	4	6.7	6.7	8.3
	not sure	12	20.0	20.0	28.3
	Agree	38	63.3	63.3	91.7
	strongly agree	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

Table (8) depict that from 100% of respondents, 1 respondent i.e. 1.7% is strongly disagree, 4 respondents i.e. 6.7% are disagree, 12 respondents i.e. 20% of respondents are not sure, 38 respondents i.e. 63.3% are agree and 5 respondents i.e. 8.3% are strongly agree that I am satisfied with my position in this organization.

More over results reveal that highest number of respondents i.e. 63.3% are agree with I am satisfied with my position in this organization and lowest number of respondents i.e. 1.7% are strongly disagree with I am satisfied with my position in this organization.

Table 9. Our organization is flexible with respect to our family responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.7	1.7	1.7
	disagree	8	13.3	13.3	15.0
	not sure	20	33.3	33.3	48.3
	agree	23	38.3	38.3	86.7
	strongly agree	8	13.3	13.3	100.0
	Total	60	100.0	100.0	

Table (9) depict that from 100% of respondents, 1 respondent i.e. 1.7% is strongly disagree, 8 respondents i.e. 13.3% are disagree, 20 respondents i.e. 33.3% of respondents are not sure, 23 respondents i.e. 38.3% are agree and 8 respondents i.e. 13.3% are strongly agree that our organization is flexible with respect to our family responsibilities.

Moreover, results reveal that highest number of respondents i.e. 38.3% are agree with our organization is flexible with respect to our family responsibilities and lowest number of respondents i.e. 1.7% are strongly disagree with our organization is flexible with respect to our family responsibilities.

Table 10. I recommend a friend to apply for a job in our organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.7	1.7	1.7
	disagree	4	6.7	6.7	8.3
	not sure	24	40.0	40.0	48.3
	agree	24	40.0	40.0	88.3
	strongly agree	7	11.7	11.7	100.0
	Total	60	100.0	100.0	

Table (10) depict that from 100% of respondents, 1 respondent i.e. 1.7% is strongly disagree, 4 respondents i.e. 6.7% are disagree, 24 respondents i.e. 40% of respondents are not sure, 24 respondents i.e. 40% are agree and 7 respondents i.e. 11.7% are strongly agree that I recommend a friend to apply for a job in our organization.

Moreover, results reveal that highest number of respondents i.e. 40% are both not sure and agree with I recommend a friend to apply for a job in our organization and lowest number of respondents i.e. 1.7% are strongly disagree with I recommend a friend to apply for a job in our organization.

Table 11. There is no type of discrimination in our organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	3.3	3.3	3.3
	disagree	7	11.7	11.7	15.0
	not sure	16	26.7	26.7	41.7
	agree	23	38.3	38.3	80.0
	strongly agree	12	20.0	20.0	100.0
Total		60	100.0	100.0	

Table (11) depict that from 100% of respondents, 2 respondents i.e. 3.3% is strongly disagree, 7 respondents i.e. 11.7% are disagree, 16 respondents i.e. 26.7% of respondents are not sure, 23 respondents i.e. 38.3% are agree and 12 respondents i.e. 20% are strongly agree that there is no type of discrimination in our organization.

Moreover, results reveal that highest number of respondents i.e. 38.3% are agree with there is no type of discrimination in our organization and lowest number of respondents i.e. 3.3% are strongly disagree with there is no type of discrimination in our organization.

Table 12. The organization clearly communicates its goals and strategies to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.7	1.7	1.7
	disagree	10	16.7	16.7	18.3
	not sure	13	21.7	21.7	40.0
	agree	29	48.3	48.3	88.3

strongly agree	7	11.7	11.7	100.0
Total	60	100.0	100.0	

Table (12) depict that from 100% of respondents, 1 respondent i.e. 1.7% is strongly disagree, 10 respondents i.e. 16.7% are disagree, 13 respondents i.e. 21.7% of respondents are not sure, 29 respondents i.e. 48.3% are agree and 7 respondents i.e. 11.7% are strongly agree that the organization clearly communicates its goals and strategies to me.

More over results reveal that highest number of respondents i.e. 48.3% are agree with the organization clearly communicates its goals and strategies to me and lowest number of respondents i.e. 1.7% are strongly disagree with the organization clearly communicates its goals and strategies to me.

Table 13. My job provides opportunities for my personal and professional development

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.7	1.7
	disagree	9	15.0	15.0
	not sure	19	31.7	31.7
	agree	24	40.0	40.0
	strongly agree	7	11.7	11.7
	Total	60	100.0	100.0

Table (13) depict that from 100% of respondents, 1 respondent i.e. 1.7% is strongly disagree, 9 respondents i.e. 15% are disagree, 19 respondents i.e. 31.7% of respondents are not sure, 24 respondents i.e. 40% are agree and 7 respondents i.e. 11.7% are strongly agree that my job provides opportunities for my personal and professional development.

More over results reveal that highest number of respondents i.e. 40% are agree with my job provides opportunities for my personal and professional development and lowest number of

respondents i.e. 1.7% are strongly disagree with my job provides opportunities for my personal and professional development.

Table 14. I receive enough opportunities to interact with other employees on a formal level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	16.7	16.7	16.7
	not sure	12	20.0	20.0	36.7
	agree	32	53.3	53.3	90.0
	strongly agree	6	10.0	10.0	100.0
	Total	60	100.0	100.0	

Table (14) depict that from 100% of respondents, 10 respondents i.e. 16.7% are disagree, 12 respondents i.e. 20% of respondents are not sure, 32 respondents i.e. 53.3% are agree and 6 respondents i.e. 10% are strongly agree that I receive enough opportunities to interact with other employees on a formal level.

More over results reveal that highest number of respondents i.e. 53.3% are agree with I receive enough opportunities to interact with other employees on a formal level and lowest number of respondents i.e. 10% are strongly agree with I receive enough opportunities to interact with other employees on a formal level.

Table 15. My job requirements are clear

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	3.3	3.3	3.3
	Disagree	6	10.0	10.0	13.3
	not sure	11	18.3	18.3	31.7
	Agree	31	51.7	51.7	83.3
	strongly agree	10	16.7	16.7	100.0
		Total	60	100.0	100.0

Table (15) depict that from 100% of respondents, 2 respondents i.e. 3.3% is strongly disagree, 6 respondents i.e. 10% are disagree, 11 respondents i.e. 18.3% of respondents are not sure, 31 respondents i.e. 51.7% are agree and 10 respondents i.e. 16.7% are strongly agree that my job requirements are clear.

More over results reveal that highest number of respondents i.e. 51.7% are agree with my job requirements are clear and lowest number of respondents i.e. 3.3% are strongly disagree with my job requirements are clear.

Table 16. There is a good system of reward and punishment in our organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	12	20.0	20.0	20.0
	not sure	18	30.0	30.0	50.0
	agree	25	41.7	41.7	91.7
	strongly agree	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

Table (16) depict that from 100% of respondents, 12 respondents i.e. 20% are disagree, 18 respondents i.e. 30% of respondents are not sure, 25 respondents i.e. 41.7% are agree and 5 respondents i.e. 8.3% are strongly agree that there is a good system of reward and punishment in our organization.

More over results reveal that highest number of respondents i.e. 41.7% are agree with there is a good system of reward and punishment in our organization and lowest number of respondents i.e. 8.3% are strongly agree with there is a good system of reward and punishment in our organization.

Table 17. Tasks are properly delegated to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.7	1.7	1.7
	disagree	8	13.3	13.3	15.0
	not sure	10	16.7	16.7	31.7
	agree	34	56.7	56.7	88.3
	strongly agree	7	11.7	11.7	100.0
	Total	60	100.0	100.0	

Table (17) depict that from 100% of respondents, 1 respondent i.e. 1.7% is strongly disagree, 8 respondents i.e. 13.3% are disagree, 10 respondents i.e. 16.7% of respondents are not sure, 34 respondents i.e. 56.7% are agree and 7 respondents i.e. 11.7% are strongly agree that tasks are properly delegated to me.

More over results reveal that highest number of respondents i.e. 56.7% are agree with tasks are properly delegated to me and lowest number of respondents i.e. 1.7% are strongly disagree with tasks are properly delegated to me.

Conclusion:

To more fully understand the degree to which the "people make the place," this study examined the relationship between individual personality, work environment preferences, and performance and commitment in organizations. The results suggest that a specific "place" variable--an employee's work environment preference for goal orientation--plays a predominant role in performance and commitment outcomes. Goal orientation fully mediated the significant direct relationship between conscientiousness and performance, and the significant direct relationship between extraversion and commitment was removed when preferences for goal-oriented work environments were included in the analyses. Agreeableness was significantly related to both goal orientation and system maintenance, but these relationships did not translate into either performance or commitment. Neither the personality characteristics openness and emotional stability, nor the work environment preference for relationships

had a significant effect on performance and commitment.

The results suggest that agreeableness, extraversion, and conscientiousness may combine to form a preference for work environments that offer high levels of goal orientation. Thus, the effect of personality on performance and commitment has a situational context; it does not occur in a vacuum. Challenging goals may communicate high levels of confidence in the abilities of employees and increase self-efficacy (and performance), and these positive feelings may also manifest themselves in enhanced employee commitment.

The ability to attract, keep, and motivate high-performers is becoming increasingly important in today's competitive organizational environments. The results of this study indicate that an over-reliance on employee selection processes may be misguided, and the development of goal-oriented work environments may be a more effective means of improving employee performance and commitment. This may be particularly relevant in work environments where managers have very large spans of control which restrict them from frequent and direct contact with employees.

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Please indicate the extent to which you agree or disagree with the following Statement on each dimension.

SN	Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1.	Employees are recognized as asset in our organization					
2.	I am satisfied with my position in this organization					
3.	Our organization is flexible with respect to our family responsibilities					
4.	I recommend a friend to apply for a job in our organization					
5.	There is no type of discrimination in our organization					
6.	The organization clearly communicates its goals and strategies to me					
7.	My job provides opportunities for my personal and professional development					
8.	I receive enough opportunities to interact with other employees on a formal level					
9.	My job requirements are clear					
10.	There is a good system of reward and punishment in our organization					
11.	Tasks are properly delegated to me					
12.	Management involves staff in decision making					
13.	Our organization provides training and development opportunities to the employees					
14.	I have a good relationship with my colleagues and supervisor					
15.	We have a good physical working environment					
16.	Necessary equipment is available in my office					
17.	Our organization takes care of employees' health and safety					
18.	We can openly express our ideas in our organization					
19.	Our organization provides good transportation facilities					
20.	Our organization has incentive scheme for employees					