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Work Related Competencies and the Degree of its Application with Time Factor with Special Reference to the Frontline Employees of Oman Cement Company

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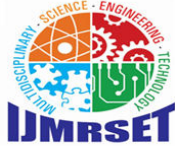
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ABSTRACT: The study was conducted to find out the degree of application of work-related competencies of the front-line employees of the Muscat based Oman Cement Company in different time settings of morning and evening. The study was based on both primary and secondary data. The primary data were collected through questionnaire by taking a sample of 100 employees of different departments of the company and the secondary data were collected from the official website of the company, journals, books and newspapers. The collected data were analyzed using the descriptive statistics

I. BACKGROUND OF THE STUDY

Organizational of artisanal success depends on the front-line employees' performance. Poor performance will ruin the organizational success. Great performance makes an organization successful. On the road to success, there are many factors that affect success. Exploring and understanding the factors that affect the performance of the frontline employees of OCC is the purpose of conducting this research.

Frontline employees are important in Oman Cement Company like any other organization. It is critical to understand the aspects of frontline employees as they are the first line contact of an organization. They are the main players to create the first impression of the organization and those who project a positive image in the minds of clients. They are also capable of creating awareness, understanding, and need among employees and customers to use organizational programs, products and services effectively to generate revenue. It could contribute to both improving work performance and strengthening the firm's competitive advantage. In recent years, there has been a sharp increase in the interest in the concept of employee engagement and its role in work performance and competitive advantage in particular. Various studies have noted that employee engagement is able to predict employee turnover intention, employee productivity, financial performance and customer satisfaction. This factor is a missing link in connection with factors contributing to the success of a company. As a result, employee engagement has emerged as a critical element for business success. However, there seems to be a gap of knowledge with respect to employee engagement and performance between morning and evening work timings. It is very important to know that the frontline employees' skills and core competencies (understanding of the business, result focused/orientated, customer service, teamwork and co-operation, interpersonal communication and personal effectiveness) help them work towards the profitability of an organization. These skills and competencies help the clients and to other development within the organization provide quality service to the study helps analyze the effects of work timing in the morning and evening and verify the competency performance of frontline employees to improve employee satisfaction and an all performance.



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Need of the research

Competency performance can play a major role in an organization which seeks to align their work force with respect to the business objectives and the performance of the staff of the Oman Cement Company (OCC). It is essential that the organization has to evaluate the skills and competencies of the employees with respect to their best hours of working and best output received in the peak hours of business and to implement the necessary remedial or corrective actions wherever necessary. Competency performance was helpful for the OCC in analyzing and understanding the variations in the effectiveness of working in the morning and evening hours.

Industry profile

Cement industry-a global scenario: Cement is the soft bonding material that hardens with time, thus possessing cohesive and contiguous elements in the presence of water, making it bind the concrete components together. The most important use of cement is mortar and concrete, which binds synthetic or natural materials to form strong building material resistant to normal environmental influences. Concrete and cement should not be confused. Cement refers to the dry powder used to bind aggregate material to the concrete. The cement used in construction has two types: water cement and non-water cement. Cement diligence is considered as a strategic industry. It is, however, a simple industry compared to major industries, and depends on the availability of raw materials.

Top 10 Cement Brands in the World 2025

No	Company	Country	Production (m.t.)	Sales \$US (in billion)
1	Holcim Group / LafargeHolcim	Switzerland	286.60	\$28.55
2	Anhui Conch Cement	China	217.20	\$22.24
3	China National Building Material	China	176.22	\$42.96
4	Heidelberg Cement	Germany	121.11	\$18.71
5	Cemex	Mexico	87.09	\$15.35
6	Italcementi	Italy	76.62	\$4.00
7	China Resources Cement	China	71.02	\$5.60
8	Taiwan Cement	Taiwan	63.72	\$3.67
9	Votorantim Group	Brazil	45.02	\$1.01
10	Eurocement Group	Russia	45.18	\$0.50

Source: <https://www.marketing91.com/top-10-cement-brands-in-the-world/>

December 12, 2024 | by Hitesh Bhasin

Oman Cement Company: Oman Cement Company (OCC) was set up in the year 1978 as a major aspect of the renaissance started by His Majesty Sultan Qaboos bin Said. Cement plant with a clinker limit of 600,000 MTS per year was charged in 1983. However, plant limit was extended to 1.2 MT per year in 1998 because of the increased demand for the concrete in the area, which empowered OCC to produce 1.26 MT of cement. The company introduced a Cement Grinding Mill with a daily capacity of 3,000 MTS in 2006. To increase the clinker production capacity from 1.2 million to 2.4 million MTS per year, and a third clinker line was installed during 2011.

Significance of the study

The study contributes to having a clear understanding about the degree of application of time-bound human competencies that an organization uses and the consequent employee satisfaction level and acceptance about the performance in the morning and evening timings. The expected contribution of the study is that the study results are expected to reveal the effect of using the degree of application of time-related human competency.

Research problem

The issue lies in how hourly competencies are calculated and applied and what the organization, Oman Cement Company, does for its employee performance in the morning and evening hours. Moreover, it should be ensured that the organizational approach followed by the company in the morning and evening is appropriate so that it's all employees get benefit from it.



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Research questions

1. What is the perceived level of application of work related competencies of the frontline employees of OCC in the morning hours?
2. What are the perceived reasons of higher performance of frontline employees of OCC in the morning hours?
3. What is the perceived level of application of work related competencies of the frontline employees of OCC in the evening hours?
4. What are the perceived reasons of lower performance of frontline employees of OCC in the evening hours?
5. What are the perceived means of rejuvenation to sustain the degree of application of work related competencies from morning to evening hours?
6. What is the perceived level of performance of the frontline employees of OCC in the morning and evening hours?

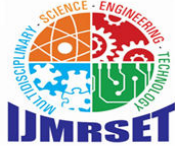
Research objectives

1. To find out the perceived level of application of work- related competencies of the frontline employees of OCC in the morning hours.
2. To find out the perceived reasons of higher performance of frontline employees of OCC in the morning hours.
3. To find out the perceived level of application of work- related competencies of the frontline employees of OCC in the evening hours.
4. To find out the perceived reasons of lower performance of frontline employees of OCC in the evening hours
5. To find out the perceived means of rejuvenation to sustain the degree of application of work- related competencies from morning to evening hours
6. To find out the perceived level of performance of the frontline employees of OCC in the morning and evening hours

II. LITERATURE REVIEW

Firdissa et al. (2024) states that performance measurement is important to study the issues and the influence of the factors that affect the front-line employees in all periods of timings. Bradley (2023) remarks that a company is efficacious if its front-line staff are strong in their performance at work. Dangaiso and Mukucha (2024) are in the opinion that bad performance at the front-line eventually leads to losses and to the downfall of the company. Holtam (2024) state that there are other factors as well which matter in the overall success of the organization. There is no doubt that the front-line staff are the first level of humans that interact and work with customers and ensure to provide the operations in the best possible manner to enable the maximum output (Chung-Jen & Jiang, 2024). Dzagbenuku et al. (2024) opine that the frontline employees form the image of the organization to the outside world and the higher management as well. Żebrowska et al (2024) state that clients are positive if the front-line staff are positively motivated and enthusiastic at their work. Cooper-Howard (2025) states that a positive employee performs in such a manner that it will bring awareness. That kind of employees understand and work with clients and with the internal staff in the best possible way utilizing the available resources and policies framed by the organization by ensuring making use of the right services and focuses on improvising the performance and quality of output (Lofton, 2024). Thus, adding value to generate more revenue and stand ahead for competition at marketplace (Promnil, 2024).

Fu et al. (2024) state that the morning or evening hours are equally fruitful to an organization and helps to emphasize the importance of work completion. Marks (2024) is in the remarks that there was an upsurge in engaging employees to the perception where their active role in being competitive in work performance is focused. The way employees are handled gives result in their intent, response, productivity, performance, client satisfaction and how it plays a pivotal role in the overall contribution to the success of the company (Ribeiro et al., 2024). Similarly, Chen et al. (2024) state that staff engagement played an important role in the business profitability. Although, there was some issues with the understanding of employee's competency and performance of the front line when they work in evening and morning timings (Anyika, 2024). This includes the way in which business is performed, services provided, co-operation, effectiveness, teamwork, results and communications of all types are required as skills with the front-line staff (Sabino, 2024). Since these attributes directly or indirectly contribute to the success of an organization which provides quality in the service that ensures the employee's satisfaction (Shandu, (2024).



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Langham (2023) states that performance is a major multi-dimensional construct aiming at achieving results and has a strong link to strategic goals of an organization. Aigbe (2024) states that employee performance is the activities related to the job and how well those activities were executed by employees. Actually, according to Abraham (2024), not every employee's behavior is subsumed under performance concept. The behavior of employees needs to relate to the objectives of an organization such as growth in sales and profits (Hokmabadi, 2024). Shaw et al. (2024) state that competencies are what make an organization unique and are the skills an organization possesses that set it apart from its competitors. According to Alkudhayr (2024), competitors of a business are the sources of competitive advantage and building blocks of future opportunities. Competence is a bundle of skills rather than a discrete skill (Claben et al., 2024). Booker et al. (2024) state that competency is an integration of skills, abilities, knowledge and capabilities. Gémes et al. (2024) state that understanding and developing marketing competencies is necessary to enable the organization to exploit the opportunities they provide.

Alkudhayr (2024) states that many industries require processes and services to be provided at all times of the day. Alhammadi et al. (2024) state that many organizations developed a system of work shifts for planning purposes to meet the demand of their industry. While some researches were done on the effects of transformation work on employees, there is still a lot to learn, especially in the cement industry (Aguas, 2024). The industries that work 24 hours a day need to hire staff for morning, afternoon and night shifts (Theresia, 2024). Gemes et al. (2023) state that each spell begins and ends at different times of the day, and the tasks of each spell may also be different. Chan (2024) opine that the shift system is a common scheduling practice in many organizations and industries that require individuals to work outside of normal working hours. Normal working hours are defined as a start time of 7am to 9am with an ending shift time of 4pm to 6pm (Ketter, 2025).

III. METHODOLOGY

Structured questionnaires with five point Likert scale were used to gather primary data from 100 employees of Oman Cement Company (OCC) about the degree of application of hours-related competency with time using judgement (purposive) sampling method of non-probability approach. Since the target respondents were from different departments of the OCC, the judgment sampling was considered to be the best sampling method. The research was carried out at Oman Cement Company situated at Al Russayil industrial estate, established in 1983, which is situated about 20 kilometers away from Muscat International Airport occupying 7.9 million square meters. estate was established in the year of 1983 as the country's major manufacturing centre.

IV. DATA ANALYSIS

The descriptive statistics of the sample of 100 OCC employees collected are as follows:

Gender Profile

Gender	No. of Respondents	% of Respondents
Male	95	95
Female	5	5
Total	100	100



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Education profile

Education	No. of Respondents	% of Respondents
High School	10	10
Diploma	63	63
Bachelors	22	22
Masters	3	3
Others	2	2
Total	100	100%

Age Profile

Age (Years)	No. of Respondents	% of Respondents
18-25	25	25
26-35	55	55
36-45	17	17
46-55	2	2
Above 55	1	1
Total	100	100%

Designation profile

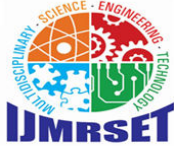
Age (Years)	No. of Respondents	% of Respondents
Worker	36	36
Foreman	18	18
Supervisor	21	21
Engineer	20	20
Others	5	5
Total	100	100%

Tenure with OCC

Tenure with OCC	No. of Respondents	% of Respondents
< 2 Years	4	4
2 – 5	17	17
6 – 10	19	19
11 – 15	27	27
> 15 Years	33	33
Total	100	100%

The work related competencies and the degree of its application with time factor with special reference to the frontline employees Oman Cement Company has the following constructs and its variables.

I. The construct of perceived level of application of work related competencies of the frontline employees of Oman Cement Company in the morning hours consists of four variables and they are:



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- a) The work-related competencies of the frontline employees are utilized at work in its best possible way in the morning hours.
- b) Morning hours are more fruitful than evening hours in getting the work done.
- c) The initial hours at work are the most crucial in terms of satisfying the business expectations.
- d) The chunk of the work is done in the morning hours.

II. The construct of perceived reasons of higher performance of frontline employees of OCC in the morning hours consists of six variables and they are:

- a) Most of the staff is available at office to interact with in the morning hours.
- b) Morning hours are the best time for having inter-department meetings.
- c) The efficiency and effectiveness of employees are at its best in the morning hours.
- d) The mind of employees is the freshest in the morning hours and not occupied with other issues that may crop up in the later part of the day.
- e) Supervisors seem friendlier in the morning hours as they are not annoyed with business issues cropping up as the day progresses.
- f) The overall work environment is fresh and positive in the morning hours.

III. The construct of perceived level of application of work related competencies of the frontline employees of OCC in the evening hours consists of four variables and they are:

- a) Employees find themselves slow-moving when they start post lunch working.
- b) The later hours are good to receive updated information, but many department communications do not happen in the best manner in the post-lunch session.
- c) As employees move on to evening hours, the efficiency and effectiveness diminish.
- d) As employees go closer to evening hours and start preparing to leave office for the day, the last one hour becomes least productive.

IV. The construct of perceived reasons of lower performance of frontline employees of OCC in the evening hours consists of four variables and they are:

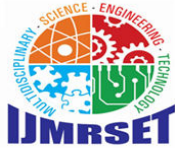
- a) Employees feel exhausted as they move on to evening hours.
- b) Lack of enough breaks during post-lunch session lower employee performance in the evening hours.
- c) Lack of refreshments during post-lunch session lower energy levels in employees that in turn results in lower performance.
- d) Lack of friendly supervision causes unhappiness and mental disturbance that in turn result in lower employee performance.

V. The construct of perceived means of rejuvenation to sustain the degree of application of work related competencies from morning to evening hours consists of four variables and they are:

- a) Two short breaks in between the post-lunch session will refresh me to sustain my energy level to complete my work.
- b) Light refreshment served once in between the post-lunch session will give me enough energy and refresh to complete my work as efficiently and effectively as how I did my work in the morning hours.
- c) Friendly supervision will keep me happy that will help me complete my work even in evening hours.
- d) Periodic job rotation will interest me as it avoids monotonous activities.

VI. The construct of perceived level of performance of the frontline employees of OCC in the morning and evening hours consists of six variables and they are:

- a) The job performance of employees in the morning hours is the highest as compared to that of the rest of the day.
- b) The job performance of employees in the morning hours diminishes as the time progresses towards lunch session.



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- c) The job performance of employees immediately after lunch break is higher than the job performance of employees that was just before the lunch break.
- d) The job performance of employees in the post-lunch session further diminishes as the time progresses towards evening hours.
- e) The job performance of employees close to the end of the day is the lowest as compared to that of the rest of the day.

VII. Perceived level of application of work related competencies of the frontline employees of OCC in the morning hours

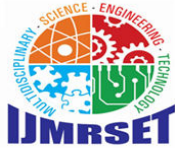
No	Perceived Response	SD	D	NDNA	A	SA	Scale score
		(%)	(%)	(%)	(%)	(%)	
		1	2	3	4	5	
a)	The work related competencies of the frontline employees are utilized at work in its best possible way in the morning hours.	0	4	6	18	72	4.58
b)	Employees find morning hours more fruitful than evening hours in getting the work moving.	2	45	13	20	20	3.11
c)	The initial hours at work are the most crucial in terms of satisfying the business expectations.	1	4	5	12	78	4.62
d)	The chunk of the work is done in the morning hours.	0	0	2	22	76	4.74
Mean of the scale score							4.26

SD-Strongly disagree/D-Disagree/NDNA-Neither disagree nor agree/A-Agree/SA-Strongly agree

The perceived level of application of work related competencies of the frontline employees of OCC in the morning hours has its overall mean score of 4.26 and is positive that the OCC employees agree to the fact that the perceived level of application of work related competencies of the frontline employees of OCC in the morning hours is high.

VIII. Perceived reasons of higher performance of frontline employees of OCC in the morning hours

No	Perceived Reasons	SD	D	NDNA	A	SA	Scale score
		(%)	(%)	(%)	(%)	(%)	
		1	2	3	4	5	
e)	Most of the staff is available at office to interact with in the morning hours.	0	0	4	16	80	4.76
f)	Morning hours are the best time for having inter-department meetings.	0	0	0	10	90	4.90
g)	The efficiency and effectiveness of employees are at its best in the morning hours.	0	2	4	42	52	4.44
h)	The mind of employees is the freshest in the morning hours and not occupied with other issues that may crop up in the later part of the day.	1	1	4	25	69	4.60
i)	Supervisors seem friendlier in the morning hours as they are not annoyed with business issues cropping up as the day progresses.	0	0	1	41	58	4.57



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j)	The overall work environment is fresh and positive in the morning hours.	0	1	28	33	38	4.08
Mean of the scale score							4.56

SD-Strongly disagree/D-Disagree/NDNA-Neither disagree nor agree/A-Agree/SA-Strongly agree

The perceived reasons of higher performance of frontline employees of OCC in the morning hours has its overall mean score of 4.56 and are positive that the OCC employees agree to the fact that the perceived reasons of higher performance of frontline employees of OCC in the morning hours are logical.

IX. Perceived level of application of work related competencies of the frontline employees of OCC in the evening hours

No	Perceived Response	SD	D	NDNA	A	SA	Scale score
		(%)	(%)	(%)	(%)	(%)	
		1	2	3	4	5	
k)	Employees find themselves slow-moving when they start post lunch working.	0	4	6	15	75	4.61
l)	The later hours are good to receive updated information, but many department communications do not happen in the best manner in the post-lunch session.	2	2	55	18	23	3.58
m)	As employees move on to evening hours, the efficiency and effectiveness diminish.	10	4	28	23	35	3.69
n)	As employees go closer to evening hours and start preparing to leave office for the day, the last one hour becomes least productive.	8	12	18	19	43	3.77
Mean of the scale score							3.91

SD-Strongly disagree/D-Disagree/NDNA-Neither disagree nor agree/A-Agree/SA-Strongly agree

Perceived level of application of work related competencies of the frontline employees of OCC in the evening hours has its overall mean score of 3.91 and is not that positive that the perceived level of application of work related competencies of the frontline employees of OCC in the evening hours is not that high.

X. Perceived reasons of lower performance of frontline employees of OCC in the evening hours

No	Perceived Reasons	SD	D	NDNA	A	SA	Scale score
		(%)	(%)	(%)	(%)	(%)	
		1	2	3	4	5	
o)	Employees feel exhausted as they move on to evening hours.	22	22	30	14	12	2.72
p)	Lack of enough breaks during post-lunch session lower employee performance in the evening hours.	6	27	15	28	24	3.17
q)	Lack of refreshments during post-lunch session lower energy levels in employees that in turn results in lower performance.	2	4	21	21	52	4.17



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r)	Lack of friendly supervision causes unhappiness and mental disturbance that in turn result in lower employee performance.	3	8	6	21	62	4.31
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Mean of the scale score 3.59

SD-Strongly disagree/D-Disagree/NDNA-Neither disagree nor agree/A-Agree/SA-Strongly agree

The perceived reasons of lower performance of frontline employees of OCC in the evening hours has its overall mean score of 3.59 and is not that positive that the perceived reasons of lower performance of frontline employees of OCC in the evening hours are not logical.

XI. Perceived means of rejuvenation to sustain the degree of application of work related competencies from morning to evening hours

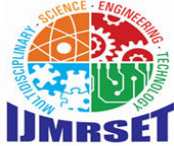
No	Perceived Means	SD	D	NDNA	A	SA	Scale score
		(%)	(%)	(%)	(%)	(%)	
		1	2	3	4	5	
s)	Two short breaks in between the post-lunch session will refresh me to sustain my energy level to complete my work.	4	6	18	31	41	3.99
t)	Light refreshment served once in between the post-lunch session will give me enough energy and refresh to complete my work as efficiently and effectively as how I did my work in the morning hours.	2	8	12	24	54	4.20
u)	Friendly supervision will keep me happy that will help me complete my work even in evening hours.	0	3	2	27	68	4.60
v)	Periodic job rotation will interest me as it avoids monotonous activities.	47	3	7	12	31	2.77
Mean of the scale score							3.89

SD-Strongly disagree/D-Disagree/NDNA-Neither disagree nor agree/A-Agree/SA-Strongly agree

The perceived means of rejuvenation to sustain the degree of application of work related competencies from morning to evening hours has its overall mean score of 3.89 and is not that positive that the perceived means of rejuvenation to sustain the degree of application of work related competencies from morning to evening hours are not supportive.

XII. Perceived level of performance of the frontline employees of OCC in the morning and evening hours

No	Perceived Response	SD	D	NDNA	A	SA	Scale score
		(%)	(%)	(%)	(%)	(%)	
		1	2	3	4	5	
w)	The job performance of employees in the morning hours is the highest as compared to that of the rest of the day.	14	6	18	24	38	3.66
x)	The job performance of employees in the morning hours diminishes as the time progresses towards lunch session.	32	8	7	22	31	3.12



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y)	The job performance of employees immediately after lunch break is higher than the job performance of employees that was just before the lunch break.	4	9	50	24	13	3.33
z)	The job performance of employees in the post-lunch session further diminishes as the time progresses towards evening hours.	8	19	46	14	11	2.95
aa)	The job performance of employees close to the end of the day is the lowest as compared to that of the rest of the day.	4	12	21	27	36	3.79
Mean of the scale score							3.37

SD-Strongly disagree/D-Disagree/NDNA-Neither disagree nor agree/A-Agree/SA-Strongly agree

The perceived level of performance of the frontline employees of OCC in the morning and evening hours has its overall mean score of 3.37 and is not that positive that the perceived level of performance of the frontline employees of OCC in the morning and evening hours is not high.

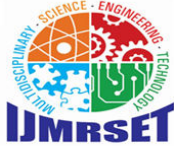
V. FINDINGS

The way working hours are arranged can help an organization manage its business and help workers balance their responsibilities at work and home. There are several different types of work schedules. Work schedules vary based on the organization and the nature of its business. The type of schedule required for an occupation is often listed in the job posting or explained during a job interview. Several statistics and researches have to be conducted in order to come up with realistic and correct findings concerning the degree of application of work-related competencies with time factor with special reference to frontline employees.

Demographic findings: The sample was constituted by 95 percent of males and 5 percent of females. This is due to fewer female employees working in the OCC. 63 percent of the surveyed employees have diploma and 22 percent have bachelor degrees. This is due to jobs like technicians and foremen. The majority of the employees surveyed is youth and falls in the age brackets of 18 years to 35 years and its percentage is 80. While 36 percent of the respondents surveyed are workers, 21 percent, 20 percent and 18 percent of them are supervisors, engineers and foremen. As far as tenure of employees with OCC is concerned, majority of them are seniors in the sense that 60 percent of them have more than 11 years of service with the organization.

Major inferential findings:

1. The perceived level of application of work related competencies of the frontline employees of OCC in the morning hours is positive and high (scale score $\bar{x} = 4.26$)
2. The perceived reasons of higher performance of frontline employees of OCC in the morning hours are logical (scale score $\bar{x} = 4.56$).
3. The perceived level of application of work related competencies of the frontline employees of OCC in the evening hours is not positive and not high (scale score $\bar{x} = 3.91$)
4. The perceived reasons of lower performance of frontline employees of OCC in the evening hours are not logical and seem to be invalid (scale score $\bar{x} = 3.59$).
5. The perceived means of rejuvenation to sustain the degree of application of work related competencies from morning to evening hours are not supportive (scale score $\bar{x} = 3.89$).
6. The perceived level of performance of the frontline employees of OCC in the morning and evening hours is not high (scale score $\bar{x} = 3.37$).



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Contributory inferential findings:

- a. The work related competencies of the frontline employees are utilized at work in its best possible way in the morning hours (80 percent agree).
- b. Employees find morning hours more fruitful than evening hours in getting the work moving (47 percent disagree).
- c. The initial hours at work are the most crucial in terms of satisfying the business expectations (90 percent agree).
- d. The chunk of the work is done in the morning hours (98 percent agree).
- e. Most of the staff is available at office to interact with in the morning hours (96 percent agree).
- f. Morning hours are the best time for having inter-department meetings (100 percent agree).
- g. The efficiency and effectiveness of employees are at its best in the morning hours (94 percent agree).
- h. The mind of employees is the freshest in the morning hours and not occupied with other issues that may crop up in the later part of the day (94 percent agree).
- i. Supervisors seem friendlier in the morning hours as they are not annoyed with business issues cropping up as the day progresses (99 percent agree).
- j. The overall work environment is fresh and positive in the morning hours (71 percent agree).
- k. Employees find themselves slow-moving when they start post lunch working (90 percent agree).
- l. The later hours are good to receive updated information, but many department communications do not happen in the best manner in the post-lunch session (41 percent agree).
- m. As employees move on to evening hours, the efficiency and effectiveness diminish (58 percent agree).
- n. As employees go closer to evening hours and start preparing to leave office for the day, the last one hour becomes least productive (62 percent agree).
- o. Employees feel exhausted as they move on to evening hours (44 percent disagree).
- p. Lack of enough breaks during post-lunch session lower employee performance in the evening hours (52 percent agree).
- q. Lack of refreshments during post-lunch session lower energy levels in employees that in turn results in lower performance (73 percent agree).
- r. Lack of friendly supervision causes unhappiness and mental disturbance that in turn result in lower employee performance. (83 percent agree)
- s. Two short breaks in between the post-lunch session will refresh me to sustain my energy level to complete my work (72 percent agree).
- t. Light refreshment served once in between the post-lunch session will give me enough energy and refresh to complete my work as efficiently and effectively as how I did my work in the morning hours (78 percent agree).
- u. Friendly supervision will keep me happy that will help me complete my work even in evening hours (95 percent agree).
- v. Periodic job rotation will interest me as it avoids monotonous activities (50 percent disagree).
- w. The job performance of employees in the morning hours is the highest as compared to that of the rest of the day (62 percent agree).
- x. The job performance of employees in the morning hours diminishes as the time progresses towards lunch session (53 percent agree).
- y. The job performance of employees immediately after lunch break is higher than the job performance of employees that was just before the lunch break (37 percent agree).
- z. The job performance of employees in the post-lunch session further diminishes as the time progresses towards evening hours (27 percent disagree).
- aa. The job performance of employees close to the end of the day is the lowest as compared to that of the rest of the day (63 percent agree).

VI. CONCLUSION

Think as a team member, not just an employee: Organizational achievements or successes are employee's as well. Corporate prosperity leads to or should lead to employee's personal prosperity too. As soon as an employee establishes this mindset, the employee starts caring about each detail and dedicating all efforts to achieving profound outcomes.

Supervision: Ideal supervision affects organizational results and the overall work environment. A strong supervisory team that contributes to a positive work environment and enables employees to be and feel successful can provide the organization with a competitive advantage in attracting and retaining talented employees - which is critical in a sector



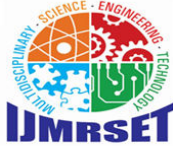
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that side challenges in recruiting and retaining top employees. Effective supervision is based on clearly defining the role of supervisors in the organization, and ensuring supervisors have the requisite competencies to carry out their role effectively. *Time flexibility*: Company-oriented working time flexibility can be reasonably expected to increase productivity and company performance. By introducing company-oriented working-time flexibility, a company will be able to better adjust the number of hours worked to market demands, thus avoiding underutilization of their (internal) workforce. The study helps to know the appropriate steps to be taken by future researchers and also helps the company know the area that it needs to improve the employee's opinion about time factor that the company follows.

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