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MODELLING THE INFLUENCE OF ENVIRONMENT AND EMPLOYEE RELATED FACTORS ON EMPLOYEE WORK PERFORMANCE

SU APLINKA IR DARBUOTOJAIS SUSIJUSIŲ VEIKSNIŲ ĮTAKOS DARBUOTOJO DARBO REZULTATAMS MODELIAVIMAS

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Pavadinimas **Su aplinka ir darbuotojais susijusių veiksnių įtakos darbuotojo darbo rezultatams modeliavimas**

Autorius **Dominykas Stonkus** *Patvirtiname, kad informacija yra teisinga*

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Anotacija

Baigiamajame magistro darbe nagrinėjami veiksniai, darantys poveikį darbuotojo darbo rezultatams įmonėje. Išnagrinėti ir susiteminti teoriniai su darbuotoju susiję asmeniniai veiksniai ir išoriniai aplinkos veiksniai, kuriems darbuotojas įtakos neturi ir analizuojama jų reikšmė veikti darbuotojo darbo rezultatus. Atlikus mokslinės literatūros analizę sudaryta veiksnių, turinčių įtakos darbuotojo darbo rezultatams, matrica. Remiantis matricos duomenimis, sudarytas teorinis darbuotojų veiklos rezultatus lemiančių veiksnių modelis. Modelyje įtrauktų veiksnių poveikis darbuotojo darbo rezultatams tiriamas remiantis gautais anketinės apklausos rezultatais, kurių analizei taikomas statistinės analizės metodas. Remiantis tyrimo metu nustatytais sąryšiais sudarytas darbuotojų veiklos rezultatus lemiančių veiksnių modelis. Darbo gale pateiktos darbo išvados ir pasiūlymai.

Prasminiai žodžiai: Darbuotojo darbo rezultatai, išoriniai veiksniai, konceptualus tyrimo modelis, vidiniai veiksniai, veiksnių poveikis rezultatams
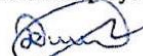
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Annotation

The final master's thesis examines the factors affecting the employee's work results in the company. Theoretical personal factors related to the employee and external environmental factors that the employee has no influence on are analyzed and clarified, and their significance in influencing the employee's work results is analyzed. After the analysis of the scientific literature, a matrix of factors affecting the employee's work results was compiled. Based on the data of the matrix, a theoretical model of the factors determining the performance of employees has been created. The impact of the factors included in the model on the employee's work results is studied based on the results of the questionnaire survey, the analysis of which is applied using the statistical analysis method. Based on the relationships established during the research, a model of factors determining the performance of employees was created. The conclusions and suggestions of the work are presented at the end of the work.

Keywords: Conceptual research model, employee-related factors, environment-related factors, the effect of factors on the results, work performance

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INTRODUCTION

Relevance of the research – In today's rapidly changing workplace, job performance is one of the most critical variables in defining an organization's outcome and reputation. Employees must constantly improve their knowledge and abilities in order to be good workers and remain competitive. Individuals would perform better in their responsibilities as their competency grew, moving them ahead toward the organization's plans and goals. Employee work performance has been around for a long time. Employee job performance has become the most important aspect experiencing fast change in any organization. Job performance has overtaken administrative arrogance in the workplace. (Gridwichai et al., 2020).

Employee engagement allows the business to achieve its goals, and excellent employee experiences reduces rotation within the company, which helps organizations lower the expenses of training new employees. For an individual with the proper traits and talents to work in the right profession for him, the human component becomes vital. Personality qualities are one of the characteristics that define an employee. The Big Five Personality Qualities Survey may be used to assess the degree to which five characteristics are expressed: neuroticism, extraversion, openness to experience, awareness, and consensus ("The Big Five Inventory" n.d.).

When it comes to a business, one of the most essential variables that supports loyalty is the perceived organizational climate. The organizational climate is a set of psychological factors that reflect the overall well-being of employees in the organization. It includes things that employees perceive as organizational culture, the importance of mutual communication, respect, knowledge of the organization's goals, being satisfied with the organization of work and management of the company (Maamari and Saheb 2018b).

The way a leader encourages people, implements goals, and provides direction may be characterized as his or her leadership style. Leadership style should not be changed on a regular basis; rather, it should be tailored to the specific demands of the task, the unique needs of the employees engaged, and the specific difficulties that the company is experiencing. Leadership is a critical management skill not only for those working in for-profit businesses, but also for those working in nonprofit and governmental organizations, because all of these organizations have stated goals to attain and staff with whom they aim to achieve such goals (Cizreliogullari, Babayiğit, and Altun 2017).

When a person is pleased with his or her job, he or she is more likely to work harder and more efficiently (Eliyana, Ma'arif, and Muzakki 2019b). As a result, every company seeks to create a happy staff in order to run the organization's well-being. When an employee is pleased with his or her job, he or she is motivated to work more in order to do a better job. Then

it tends to boost the overall performance of the company. In other words, a happy individual employee, as well as his or her efforts and commitment, are vital to the success of the firm (Vrinda N N and Jacob 2015).

However, there is a lack of research in the scientific literature that could identify which factors have the greatest impact on work outcomes. No studies were performed to investigate all these factors together in Lithuania.

Therefore, the **problem** posed in this work is what employee-related and environment-related factors affect the employee and the company's results.

The research aim is to formulate a model the influence of employee- related and environment-related factors on the performance of company.

The research object is the factors that affect the employee's results at work

The research objectives:

1. Analyze and classify employee-related elements that influence employee performance.
2. Analyze and categorize environmental elements that influence employee performance.
3. Create and evaluate a conceptual research model that incorporates the relationships between employee and environmental factors, as well as employees job performance.

Research methods – the methods of analysis of scientific literature, empirical research - quantitative questionnaire survey is applied in the work.

The structure of research

The theoretical component is divided into three subsections that examine employee-related and environment-related aspects that influence an employee's work performance in an organization. The opinions of several foreign authors are provided regarding the factors. Additionally, a connection between employee-related and environment-related factors that influence employee performance was described.

The methodological section discusses the elements influencing the employee's performance at work, the methodologies employed in the study, the research instrument, and the explanation for the methodology adopted, as well as the study's course. Following the completion of the questionnaire survey, the demographic details of the research respondents were identified. The regression analysis method evaluates the relationships between factors and employee results. When evaluating the relationships between the factors, the hypotheses raised for the study are tested, and conclusions are drawn. During the research, data analysis program SPSS is used for data systematization and analysis.

At the conclusion of the work, findings and ideas are offered that are based on the literature analysis and research findings, as well as practical observations and recommendations about the elements influencing employee job performance in the firm.

The thesis's practical importance. This work introduces the opinion of other authors, what factors and what influence they have, the concept, and factors affecting the employee's work results. The analyzed research results make it possible to form a theoretical model of factors that affect the employee's work results, allowing to understand their influence.

1. THEORETICAL APPROACH TO FACTORS AFFECTING EMPLOYEE PERFORMANCE

1.1. Employee-related factors affecting performance

Job performance is one of the most critical variables in defining an organization's success and reputation in today's rapidly changing workplace (Anesukanjanakul, Banpot, and Jermsittiparsert 2019). Employees must continually improve their knowledge and abilities in order to increase their expertise and maintain a competitive advantage (Jermsittiparsert and Boonratanakittiphumi 2019). Because they are important assets that combine other resources like finance, technology, information, and production methods to provide a firm a strategic advantage, employees decide whether a company succeeds or fails (Brhane and Zewdie 2018). In the workplace, job performance has taken precedence over administrative insolence. But given that characteristics have a substantial influence on both individual and corporate success, they are one of the most serious concerns that organizations are dealing with.

Workplace characteristics are becoming more of a worry due to their detrimental influence on work performance. Because of the competitive nature of professions, workplace traits have become a hazard to all workers' health, which can influence their performance. Furthermore, personality traits have a varying impact on employees in different work environments. In other words, qualities emerged in people who are aware that they are unable to cope with whatever situation they are confronted with. Character traits eventually affect all aspect of a person's life (Gridwichai et al. 2020a). Overwhelming workloads and an excess of activities lead to frequent disputes. Employees may display negative traits as a result of work insecurity, a lack of advancement prospects, unreasonable deadlines, and time pressure. possibly having too many extracurricular activities and workload, which results in confrontations often.

According to the idea of personality characteristics, people cope with various situations and engage with their environment in various ways organically (Ali 2019b). Personality attributes is core traits of human personality which defines positive influences on performance. Personality is defined as character traits and distinctive patterns of relationships or actions in situations that shape an individual character. Personality traits and characteristics and self-support are key factors which influences decision-making (Alexander N. Chen et al. 2021).

Extraversion is a personality trait characterized by sociability, outgoingness, gregariousness, expressiveness, warmth, and talkativeness. In social circumstances, those who have a high level of extroversion are more energetic, forceful, outgoing, and domineering. In identifying the customer service provider's relational function in the service business, strive for

position authority, spontaneous decision-making and risk-taking conduct, strong social skills (Rashid et al. 2016a). Extroversion is a person's energetic and optimistic approach to material and social life. Sociality, activity, self-confidence and positive emotionality can be attributed to the features of extraversion (Kerr, Kerr, and Xu 2017b). According to sources, people with extraversion traits who are enthusiastic have more energy to communicate and generally like the company of people, making it easier for such people to communicate with other countries. Often, extroverted people also have good negotiating qualities, so they behave more calmly and confidently and are more persistent in their efforts to gain support for an idea or to sell a product or service (Alexander N. Chen et al. 2021). People who have good social and communication skills often show persuasion, confidence, and perseverance. There has previously been research on the relationship between extraversion, productivity at work, and organizational commitment (Oentoro, Popaitoon, and Kongchan 2016). High extraversion employees are assertive, talkative, gregarious, and energetic (Seddigh et al. 2016b). A lot of extraversion In other firms, it was believed that people could create additional social networks. Due to the fact that people with these personality traits have more employment options than introverts, they may search for different careers or employers if they feel it would be a better fit for them (Wihler et al. 2017). Extraverted workers are always seeking out greater opportunities for promotion and recognition. If they are able to advance inside their current company, they will be passionate about it and devoted to it. Instead, if they believe that another company's opportunity will help them advance their careers, they will agree to look for another job (Gridwichai et al. 2020a).

Agreeableness is the quality of a person to build the interests of other people above their own. Altruism, tenderness, confidence and modesty can be attributed to agreeableness (Kerr, Kerr, and Xu 2017a). According to Sarwoko and Nurfarida (2021), consent is of great importance for a successful business. Agreeableness describes a nice, warm, listening and trustworthy person. As a result, such employees maintain positive relationships with others and are more prone to business continuity. Employee that has this trait is more trustworthy and prone to trust rather than conflict. Therefore, the agreeableness of teamwork required influences successful collaboration with colleagues, as people are more inclined to collaborate than to compete (Alexander N. Chen et al. 2021). Pleasant coworkers are more inclined to have compassion for their coworkers (He et al. 2015b). When it comes to their interpersonal connections, agreeable people place a high priority on trust and cooperation. Employees who fall within this category are more likely to be cooperative, compliant, and charitable (Ayub et al. 2017a). Once employees establish trust in their company, they are more likely to be loyal and achieve the intended results. These personal characteristics were also associated to good job satisfaction, excellent team performance, and high job performance (Farrukh, Ying, and

Mansori 2017). Choi, Oh, and Colbert (2015) suggested in their investigation a connection between agreeableness and affective commitment. When it comes to engaging with others, a high score on these traits suggests that you are polite, naturally forgiving, and adaptable. These people are great at keeping their jobs, but they cannot be in charge of starting or executing change projects (K. Kim et al. 2016). These employees expect their employers to treat them as equitably as they have treated their employers, resulting in constant support and perks from their employers, which might be difficult to come by when those employers move (Gridwichai et al. 2020a). But according Rashid et al. (2016) In terms of interpersonal interactions, group interaction, and blending in with others, agreeableness is a crucial aspect of social attitude. It positively correlates with cooperation while negatively correlating with leadership potential.

Conscientiousness is a person's personal characteristic for which the goal is to perform the work well qualitatively and thoroughly. Therefore, people are hardworking, meticulous and like to organize their actions in decision-making processes. When the goal is a successful and high-quality result, such people demonstrate caution, discipline and weigh the risks (Alexander N. Chen et al. 2021). According to Şahin, Karadağ and Tuncer (2019) honest people are hardworking, reliable, plan well and organize work and therefore perform their duties and tasks. Consciousness means being aware of the long-term objectives of the organization. As a result, handling a dynamic corporate environment calls for highly informed individuals (Sarwoko and Nurfarida 2021). Previously, it was believed that conscientiousness was one of the most accurate indicators of personality traits used to assess an employee's job performance (Lounsbury et al. 2016b). These personality qualities are self-disciplined and strive for success and competence (Gridwichai et al. 2020a). Employees that exhibit high conscientiousness are more likely to commit to their employers because they want to establish a lasting relationship with them, claim Obeid, Salleh, and Mohd Nor (2017). Conscientious people put forth more effort at work, which makes them more trustworthy and persistent. They also push themselves to provide their employers better outcomes (S. Kim, Fernandez, and Terrier 2017b). According to Powell and Bourdage (2016), conscientiousness is linked to a broad job participation tendency. Conscientiousness and emotional commitment have been connected in previous studies. Hardworking, persistent, and goal-oriented characteristics characterize those who are conscientious. Because of this, most loyal and committed workers follow the major reforms of their firms (Gridwichai et al. 2020a). Conscientiousness is a personality trait linked to dependability, trustworthiness, and a desire to follow corporate standards, norms, and ideals, as well as industriousness, perseverance, and a sense of responsibility. Individuals with high conscientiousness scores are more dependable, goal-oriented, and demonstrate goal-motivated activities. In a variety of workplace scenarios, this personality trait is a great predictor of job

performance, especially in highly independent work contexts. On the other side, those with a high level of conscientiousness excel in providing excellent customer service. Working in customer service requires dependability and obedience to rules and regulations, which fits well with the quality of conscientiousness. For instance, jobs in dealing with customers had higher levels of conscientiousness (Rashid et al. 2016a). Finally, the good characteristics of conscientiousness are required for bringing new ideas to fruition (Ali 2019b).

Openness is a character trait that encapsulates a person's experimental and mental life in all of its width, depth, originality, and complexity (Kerr, Kerr, and Xu 2017b). Openness to new experiences shows an employee's propensity for curiosity and perseverance so she loves new things. Being open to new experiences is a personality quality that will provide you a competitive edge and improve your performance (Sarwoko and Nurfarida 2021). Employees that exhibit traits of openness affect how well their particular teams function. These people appreciate their independence and are flexible, inventive, and open to change since they are probably curious about new experiences (Harzer and Ruch 2015). They seem to be more likely to participate in active decision-making and develop friendly interpersonal interactions with their colleagues (Kluemper, McLarty, and Bing 2015a). Furthermore, openness personnel are unlikely to stay with their present company given their enthusiasm for new challenges. Employees who work for openness are only concerned with the benefits of their new employers, not with the disadvantages of leaving their previous employer (Gridwichai et al. 2020a). Receptivity to new experiences has been linked to turnover, workplace motivation, and career exploration. They valued tasks at work that may provoke them. For openness personalities, participative leadership and related resolving conflict are necessary (Ramli 2019). Furthermore, those with an open mind and a laid-back attitude have been characterized by sociologists as having healthier, mature thinking and conduct, as opposed to persons with closed minds, who are more sensitive to emotions and love, as well as self-centered and combative (Rashid et al. 2016a). As opportunities to learn new things and experience new things grow more prevalent, it is becoming increasingly important to possess qualities like intellectual curiosity, creativity, imagination, and open-mindedness in order to have a meaningful life (Ali 2019b).

According to previous personality antecedents associated with extraversion qualities, neuroticism is one of the key characteristics in personality psychology. These traits make people more likely to experience unpleasant emotions including poor self-esteem, anxiety, excessive worry, pessimism, and depression. Neurotic people are unsettled, worried, and naturally pessimistic (Gridwichai et al. 2020a). Due to their undesirable actions and attitudes at work, it was identified as a key cause of negative attachments in a prior study by Jalagat (2017). Persons with emotional stability do not have negative feelings of emotion such as nervousness, sadness,

tension and anxiety (Kerr, Kerr, and Xu 2017a). Neurotic people are affected by emotions, often anxious, experiencing mood swings so they are often sad, frustrated and feeling stressed so employees who are not neurotic or are emotionally stable are more confident and calmer (Sarwoko and Nurfarida 2021). Emotional stability reflects individual differences in adjustment and emotional strength (Alexander N. Chen et al. 2021). People who are calm and unaffected by stressful conditions are considered emotionally stable (Şahin, Karadağ, and Tuncer 2019). In general, their poor exhibitions are caused by a lack of job satisfaction (Yakasai and Jan 2015b). These personality qualities may be anxious to enter a new environment, which might result in challenging work situations when bad occurrences happen in their current occupations (Chirumbolo 2015b). Furthermore, these characteristics are inclined to move their environment in search of safety. According to Ferreira and Nascimento (2016), neurotic people dislike challenging circumstances that call for long-term commitment, trust, initiative, and social skills. High neurotic personnel are likely to be viewed as low devoted employees who are hesitant to participate in change programs. Frontline employees with strong emotional stability find it simpler to adapt to new settings, maintain composure in trying circumstances, calmness, confidence, and responsiveness would flourish in the customer service industry. The capacity of people to control their stress, anxiety, and sadness was closely connected to their ability to do their jobs as a team. Dealing with difficult customers that have multiple requests, complaints, and demands necessitates a great level of emotional tolerance. Neurotic people experience tension, loss of focus, and emotions while dealing with professional stress, which are connected to poor social skills and a lack of confidence in others. This person would struggle to get along with customers, employees, and senior management (Rashid et al. 2016a). As a result, those who are severely neurotic are more prone to experience negative life occurrences. Neuroticism has been demonstrated to be a substantial and constant negative correlate of job happiness, as well as a negative predictor of extrinsic professional success. Emotional stability, the opposite of neuroticism, has been shown to have a positive effect on both job happiness and overall life satisfaction (Ali 2019b).

Figure 1. Employee-related factors affecting employee performance

The "big five personality traits" are the five main personality traits that are most strongly associated with work success, according to scientific literature study. The Big Five personality traits – neuroticism, extroversion, openness to experience, conscientiousness, and agreeableness – are highly important for fostering employee success and raising employee performance.

1.2. Environment-related factors affecting performance

In terms of employee performance, a company's most valuable asset is its people (Priarso, Diatmono, and Mariam 2019a). Especially for businesses that concentrate their operations in the service industry. As a result, the organization requires high staff performance (Ramli and Sjahruddin 2015). According to the study, a number of factors might affect productivity. According to Chandra and Priyono (2015) a leader's style, the workplace, and job happiness all affect a performance of workers. Leadership skills, job satisfaction, and motivation, according to Johnson and Nandy (2015), have a positive effect on staff productivity, future financial success, and client results. According to Pawirosumarto, Sarjana, and Gunawan (2017), employee performance is positively and significantly impacted by leadership style. Organizational culture, work environment, and leadership style all have a favorable impact on job satisfaction. Organizational culture, work environment, and job satisfaction all affect employee performance. According to Prabowo, Noermijati, and Irawanto (2018), although

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motivation has a significant influence on employee performance and work satisfaction, performance of employees is not much impacted by the transformational leadership style.

Based on different literature sources, we see that all authors mention that results are influenced by job satisfaction, leadership style and environment at work.

According to Chandra and Priyono (2015), everything around employees that could have an influence on how they do their duties and operate on a daily basis is considered to be part of the work environment. Apart from that, the workplace is one where the focus is on the employees or anybody else who wants to have a voice in how the task is done. Several factors can affect an employee's success at work. You'll need a working environment that can support the things you're putting in place if you want to implement tasks successfully and efficiently. The physical form of the work environment, according to Pawirosumarto, Sarjana, and Gunawan (2017), incorporates interactions between coworkers at work as well as physical layout, noise, tools, and materials. Each component must be of the highest caliber and positively affect the caliber of the work produced. People conduct their activities in a work environment, and this setting can have both positive and negative effects on their capacity to achieve their objectives. Organizational culture, often known as corporate culture, is the collection of values, beliefs, and methods of operation in a business. It provides the environment in which a person works as well as the behavior he should exhibit in order to carry out his duties and be informed of what is happening in the company (Maamari and Saheb 2018b). Additionally, it affects agency theory, the quantity of power, and organizational decision-making (Akter et al. 2016). The national and societal cultures of a nation have an impact on its organizational culture. Because the corporate culture creates a wall that regulates and restricts the behavior of both managers and employees. Because of this, how well an employee or management fits into the company's culture will affect how well they perform. Employee productivity and satisfaction are increasingly influenced by an employee's ability to adapt their behavior to match the corporate culture, which is how employers evaluate an employee's success in the workplace (Maamari and Saheb 2018b). Some workplaces cause their employees tension. Executives may suffer high amounts of stress due to their commitments. As a result, they must be careful while making work assignments that fit with the current corporate culture. In order to achieve strategic business goals, accelerated changes must also match the organization's culture. Keeping in mind that gender inclination has an impact on organizational culture (Maamari and Saheb 2018b). A good work environment encourages engagement in organizational commitment. Organizational commitment refers to the stage in which an employee identifies a specific group with specific aims and want to remain a part of that group. Furthermore, Eliyana, Ma'arif, and Muzakki (2019) commitment is characterized as a strong desire to stay in the group, a readiness to accept

the organization's beliefs and objectives, and a readiness to put in a lot of effort to achieve those objectives. In other words, they represent both the subsequent stage in which organizational members demonstrate concern for the achievement and further expansion of the company, as well as actions that demonstrate employees' loyalty to the organization. Work performance and organizational commitment are strongly and favorably related. Organizational commitment has a positive and large influence on work performance, which in turn has a good and considerable impact on job satisfaction. Employees perform their everyday activities in the office. Employees feel secure and perform better when they are working in a nice environment. The workplace environment could have an impact on employees' emotions. An employee will feel at ease at work and do their job well if they love working there. High levels of productivity and strong employee performance are anticipated (Badrianto and Ekhsan 2019). According to Siregar, Suhendra, and Kamil (2020) definition, excellent working circumstances are those that enable employees to do their tasks. In order for employees to do their tasks, the company or organization must give the appropriate facilities, with the idea that the more complete the facilities, the greater the performance and productivity would be. The right amount of lighting, sound, airflow, and safety all contribute to a happy workplace. Extremely hot or cold environments may have an impact on workers. Therefore, office environments need to be able to adjust air temperature and humidity levels to suit employee preferences. Too much humidity in the air can reduce worker productivity and hasten the decay of documents and data. Since it affects employee health, the administrative manager must take into account replacing stale air with clean, fresh air. Employee breathing can be hampered by poor air circulation, which deprives the brain of oxygen and inhibits performance (Parashakti et al. 2020).

The dominant leadership style in an organization has a significant impact on its culture, productivity, and efficiency, as well as employee relationships and, of course, professional identity development, which determines the professionalism of human resources, which is the competitive foundation in the business environment. The number of individuals of working age is decreasing, necessitating adaptation to the demands of young workers, and many organizations have a tendency to be over-managed, with the organization's leader demonstrating his or her power and direct action (Petrulis 2017). Employee performance will suffer as a result of the presence of a terrible leadership style, this will affect the success of the organization overall. (Harwiki 2016b). A significant element in developing and enhancing organizational leadership success is leadership style. "Leadership style is the norm of behavior employed by someone when the individual tries to influence the behavior of others or subordinates" according to (Geier 2016). According to Razak, Sarpan, and Ramlan (2018), leadership style is a collection of characteristics used by leaders to persuade followers to work

toward organizational objectives. It may also be described as a preferred and common pattern of behavior and tactics. A clear vision must be communicated and people must be given the freedom to realize corporate objectives. Leadership, according to Maamari and Saheb (2018), is the capacity to collaborate with a team of people to achieve a common goal. Leaders are essential in helping the corporate organization in today's world, where cultures are rapidly changing as a consequence of globalization.

One of the types of leadership that may be seen in organizations is transformational leadership. According to Saint-Michel (2018), as the management structure of organizations became flat, the manager and employee became collaborative partners, the nature of transformational leadership in organizations changed. In organizations, transformational leadership has decreased hierarchy, increased flexibility, and empowered individuals to act. A survey of the scientific literature revealed that this style of leadership is renowned for creating a vision by emphasizing long-term objectives and bold and creative solutions. Transformational leadership is a moderately popular leadership approach. A leader is considered to be transformational when they have the power to alter the situation, alter how things are generally done, speak of lofty ideas, and bring up the concepts of freedom, justice, and equality. The capacity to inspire and encourage subordinates to produce more achievements than anticipated and to experience internal benefits is referred to as transformational leadership (Razak et al. 2018). In order to improve followers' knowledge of ethical concerns and to mobilize their energy and resources to alter institutions, transformational leadership is required, according to Khalili (2016) Leadership that is transformative asks on followers to uphold moral principles, work to become more ethically aware, and organize their resources and energy to change institutions. Transformational leaders' followers will understand that the goals at hand transcend their own individual interests. A high degree of commitment, motivation, and trust among subordinates are characteristics of transformational leadership, such that he prioritizes the success of the company over his own personal interests (Razak, Sarpan, and Ramlan 2018). A transformational style of leadership, according to Prabowo, Noermijati, and Irawanto (2018), is a style of leadership that may combine imaginative ideas, tenacity, enthusiasm, intuition, and sensitivity to employees in order to fulfill the aims or wishes of the business and have a profound effect on employees. According to Priarso, Diatmono, and Mariam (2019), a transformative leader possesses four traits, which include employee adoration, respect, and trust in their leaders are all examples of idealistic influences. One way to characterize transformational leadership is how it affects followers, who feel a feeling of devotion, loyalty, and respect for the leader (Maamari and Saheb 2018a). Additionally, by acting as a conduit between leaders and followers, transformational leaders provide a deeper comprehension of the

goals, values, and motivations of followers (Tajeddini, Altinay, and Ratten 2017). According to a study conducted by Top et al. (2020), transformative leadership has a considerable impact on workforce performance. Workforce performance benefits from the inspiring motivation of transformational leaders. As a result, it is advised that business leaders build positive relationships with their workforce and work to inspire them to achieve the organization's objectives. Employee performance is positively impacted by the transformational leadership component of individual care, as well. It is thus suggested that residential supervisors support employees who fulfill their work obligations on their own. In order to assist their staff members, perform better, managers should also be concerned about the challenges and demands they face at work. According to research by Prabowo, Noermijati, and Irawanto (2018) transformational leadership has little to no impact on employee performance. This demonstrates that efforts to increase employee performance are unaffected by the use of the transformational leadership concept. Employee motivation at work has an impact on their performance. This means that implementing the work motivation model can help motivate employees to improve their performance. Transformational leadership substantially affects employee job satisfaction. It proves that transformational leadership has been successful in addressing people's needs and fostering a sense of purpose in their work. Findings of Nugroho et al. (2020) indicate that transformational leadership enhances employee performance through enhancing motivation and the workplace. This suggests that when a transformational leadership style develops, staff performance increases as a result, as do employee motivation and the work environment. (Phaneuf et al. 2016). The following are the characteristics of a manager who follows the transformational leadership principles:

1) The manager acts boldly, confidently, and enthusiastically as an example;
2) The organization's goals are clearly articulated, and their implementation fosters dedication and contributes to the organization's vision;
3) Leadership is not based on old conventions; instead, innovations are incorporated into the products and services being developed, encouraging creativity and the pursuit of and implementation of technology advancements.
4) Caring and trusting employees pushes them to put the team's aims ahead of their own, emphasizing the necessity of interdependence.
5) The management is attentive and generous, emphasizing collaborative aims to ensure the business's long-term viability and financial prospects.

When looking at what makes this type of manager tick, it's been discovered that job satisfaction plays a role, since it all contains emotional components that affect a person's psychological state, and positive and employee-friendly behavior reflects this type of

management. It might be argued that this type of manager fosters an innovative organizational culture by being open to new experiences, which is linked to a culture of innovation that encourages people to engage in continuous learning.

According to Nurlina (2022), transactional leadership is described as leadership in which the leader determines what tasks must be completed by workers in order to achieve organizational goals and helps them develop the confidence to do the assignment. In light of this, transactional leadership is described as a leadership style in which a leader encourages his subordinates to work by providing resources and rewards in return for greater job efficacy. (Zhang, Cao, and Wang 2018b). According to the description, transactional leadership encourages the leader to modify his demeanor and behavior to fulfill the demands of his followers. The behavioral traits of transactional leadership motivate employees by offering suitable incentives (contingent rewards) and management as required (management by exception). The actions that leaders perform during their execution are known as the "shaping aspects" of transactional leadership. Nurlina (2022) define that transactional leadership is a management approach that encourages employees to be engaged in their work. Focusing on the task's output and the interactions between competent people in exchange for desired rewards is the aim of leadership. In transactional leadership, the leader promises a monetary incentive in exchange for accomplished work, implying a lesser degree of social interchange between the leader and the employee (Lee and Ding 2020). Although they could be present in a transactional leadership style, values like honesty, responsibility, and reciprocity are only significant to trade procedures. Relationships between transactional leaders and their subordinates are characterized by three traits: The leader will clarify what will be given to the subordinates if the task is up to par. The leader reciprocates the efforts of the followers. When personal interests of subordinates are in line with the value of the task being done, leaders take them into consideration (Purwanto et al. 2020). According to Hoxha and Heimerer (2019) transactional leadership has two key dimensions: dependent reward and management by exception. Contingent rewards are prizes such as a raise in income or a promotion given once an employee completes the appointed work successfully. Incentives such as contingent pay are given to workers in appreciation for their efforts. On the other side, management by exception refers to a leader who observes staff to see if they are doing what they are meant to do and intervenes when they do not. According to a study conducted by Purwanto et al. (2020), transactional leaders are more successful in motivating team members to work effectively because their leadership style has a substantial impact on employee performance and commitment to the task. Additionally, it has been found that transactional leadership is a more powerful persuasion technique. The transactional leadership style was suggested as a factor in job satisfaction and

stress reduction. Transactional leaders, according to some employees, are unconcerned about employees' feelings or individual regard. In some circumstances, incentives motivated employees but did not help them improve their performance. Transactional leaders' rewards aren't always meaningful to employees because they don't contribute to increasing knowledge or fostering creativity, but instead encourage employees to repeat the same actions. According to a study performed by Wahyuni, Purwandari, and Syah (2019), Employee performance is positively and significantly impacted by both transactional leadership style and employee work motivation, and both of these factors are positively and significantly impacted by transactional leadership style. Transactional leadership has a positive and significant effect on employee performance using work motivation as a mediating variable. The function of the firm as a mediating factor. Recent research by Mehran Saeed and Yasir Hayat Mughal (2019) found that transactional leadership is effective at changing performance, and that leadership with rewards is even more effective. It is also thought that combining culture with leadership styles can be quite effective. As a personality, the transaction manager is said to have the following traits:

1) A three-dimensional static guide: monetary reward, verbal incentive, and indeterminate sanctions.

2) Meeting personal requirements by utilizing the number of jobs performed, which gives value to the firm and its manager.

3) Each of them is clearly defined and assessed based on technical solutions, which implies that every activity in the organization has a response, where each risk is measurable, and the possible consequences are recognized.

Based on these characteristics, which describe a transaction manager's management principles, it can be concluded that, first and foremost, the manager relies on a tangible reward, demonstrating that each action is surrounded by an uncertain financial construct that varies depending on the situation. Verbal encouragement may be used depending on the situation; the employee may be inspired by a specific promise, a statement that indicates the benefit of the attained result. Unspecified sanctions are a response to some performance inadequacies in which a manager can penalize an employee for not executing the assigned work, but the punishment is not clearly and expressly mentioned in advance.

In summary, it can be claimed that leadership in modern organizations is a responsible process in which the management and employees must be constantly connected. One of the problems, based on all the leadership styles examined, is to establish a favorable climate for business development. Each leadership style must encourage financial growth and have a positive impact on new risk growth factors and performance because the changing business

environment encourages revenue performance and has a positive impact on new risk growth variables and efficiency.

According to Paais and Pattiruhu (2020) Leadership was positively correlated with followers' work satisfaction at both the individual and team levels of analysis and objective team performance. Individual views of supervisors' transformational leadership and work happiness were moderated by supervisor trust and team confidence. Individual job involvement appears to be potentially crucial to satisfying some prominent psychological requirements, which might lead to beneficial organizational implications. The degree to which an employee connects with, actively participates in, and views workplace performance as essential to his or her self-work is known as job engagement. Every firm must prioritize employee motivation. Job satisfaction relates to an employee's sense of fulfillment on the job, whereas morale in job involvement refers to the staff as a whole. A worker feels satisfied with their work when they acquire a position that fully matches their expectations (Gopinath and Kalpana 2020). Positive attitudes at work are associated with functional satisfaction in employees. Job satisfaction is defined as the positive emotional state that results from assessing one's efforts to achieve or contribute to the goals of one's employment. Job happiness and motivation are not the same thing. It is linked to things like productivity, drive, absenteeism, accidents involving waste, mental and physical health, and general life satisfaction. A person's sense of contentment at work, which acts as motivation to work, is referred to as job satisfaction. Self-gratification, enjoyment, or contentment at work are not crucial (Gopinath and Kalpana 2020). Job enjoyment, according to Eliyana, Ma'arif, and Muzakki (2019), is the extent to which employees are happy with their employment. Since it is claimed that a person is happy at work because there is a reason and circumstance that inspires him or her, two notions are frequently discussed at the same time in this context. It was also said that when there are enough rewards and triumphs, job pleasure is a common response to work performance. Theoretically, job satisfaction and productivity are linked. Employee happiness increases productivity and success inside a firm. Additionally, happier workers will see lower turnover rates. The impact of organizational commitment and job satisfaction on work performance was examined, and the results showed that the organization needed to prioritize raising work satisfaction levels (Kertabudi and Aripin 2015). Usikalu, Ogunleye, and Effiong (2015) undertook study to examine the relationship between job performance and job satisfaction, and the findings showed a favorable and substantial association between the two. According to (Paais and Pattiruhu 2020b), Because job happiness can only be attained if there is consistency in work motivation, leadership, and organizational culture – all of which may be tolerated and approved by all employees – creating employee job satisfaction is challenging. To encourage people to work

harder and achieve high levels of performance, managers must create an organizational environment through the creation of a work culture or corporate culture. According to Nurdiansyah et al. (2020), employee performance may be impacted by work satisfaction. When workers feel that the work, they perform is pleasurable, that their compensation is fair for the amount of labor they put in, and that they have the same prospects for career advancement as their peers, they are pleased with their positions. Additionally, they are at ease with leadership supervision, which consistently offers them encouragement, technical support, and support, all of which improve work satisfaction.

In conclusion, these employees' degree of job satisfaction will have an impact on their performance. Good employee performance results from contentment with one's work, while poor employee performance results from dissatisfaction with one's work. Employees who are satisfied with their jobs are more likely to work quickly, accurately, and without errors or omissions; to be loyal and committed to their jobs; to be less dependable; to offer new ideas; to be willing to take on more responsibility; to follow rules and regulations; and to try to keep their current jobs. The quality and quantity of employee performance will increase as a result of their positive attitudes.
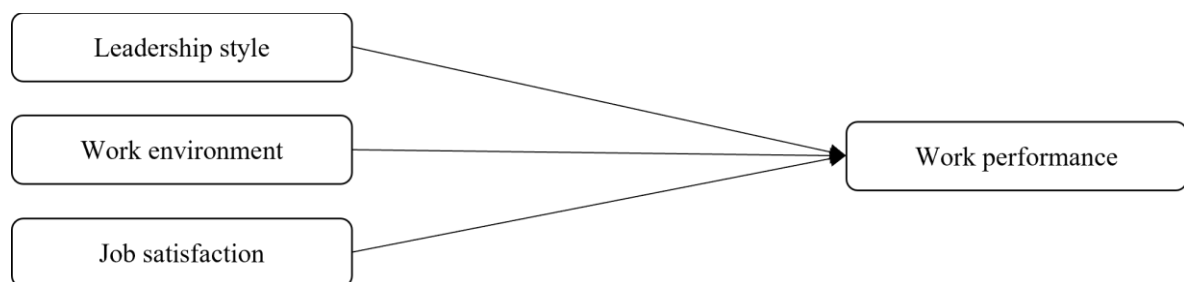
Figure 2. Environment-related factors affecting employee performance

Source: created by author, based on Priarso, Diatmono, and Mariam 2019; Pawirosumarto, Sarjana, and Gunawan 2017; Prabowo, Noermijati, and Irawanto 2018; Maamari and Saheb 2018; Ma'arif, and Muzakki 2019; Badrianto and Ekhsan 2019; Suhendra, and Kamil 2020; Parashakti et al. 2020; Razak, Sarpan, and Ramlan 2018; Top et al. 2020; Tajeddini, Altinay, and Ratten 2017; Nugroho et al. 2020; Nurlina 2022; Zhang, Cao, and Wang 2018; Lee and Ding 2020; Hoxha and Heimerer 2019; Wahyuni, Purwandari, and Syah 2019; Mehran Saeed and Yasir Hayat Mughal 2019; Paais and Pattiruhu 2020; Gopinath and Kalpana 2020; Nurdiansyah et al. 2020

We may draw the conclusion that three environment-related factors – leadership style, work environment, and job satisfaction – have an impact on employee performance based on scientific literature study. Regardless of a leader's style, a key factor in workforce success is faith in the leader. In the study, a strong relationship between trust and employee performance-enhancing behaviors, such as a willingness to stick with the company over the long term, was found. An employee is motivated to exert more effort in his work performance when he is happy with his employment. The performance of the organization as a whole then tends to improve.

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An inadequate and undesirable work environment is the main source of workplace stress. As a result, employees also commit errors.

1.3. A Link between environment related and employee related factors in determining employee performance

It should be mentioned that several writers discuss various elements affecting an employee's ability to succeed at work. These components, according to (Diamantidis and Chatzoglou 2019b) can be separated into two more substantial blocks, such as. Many writers pick out The Big Five Personality Model for personal traits including extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience among employee-related aspects. These elements can also be grouped together as environment-related factors, which include things like leadership style, workplace culture, and job happiness that a person cannot control on his or her own. A matrix of variables impacting the employee's performance was created using the scientific examination of the literature (Table 1).

Table 1. Matrix of factors influencing the employee's results

Sources	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness to experience	Leadership style	Work environment	Job satisfaction
	Employee					Environment		
(Alexander N. Chen et al. 2021; Kerr, Kerr, and Xu 2018; Ali 2019a; Esmaeelinezhad and Afrazeh 2018; Anwar, Shah, and Khan 2018; Gridwichai et al. 2020b; Rashid et al. 2016b; Szostek 2021; Lounsbury et al. 2016a; S. Kim, Fernandez, and Terrier 2017a; Kluemper, McLarty, and Bing 2015b; Yakasai and Jan 2015a; Chirumbolo 2015a; Ferreira and Nascimento 2016b)	+	+	+	+	+			
(Obeid, Salleh, and Mohd Nor 2017; Seddigh et al. 2016a)	+	+	+	+	+			+
(He et al. 2015a; Abu Elanain 2007)	+	+	+	+	+		+	

(Mahlamäki, Rintamäki, and Rajah 2019; Shalender and Yadav 2019; Shahzad, Raja, and Hashmi 2021a; Ayub et al. 2017b)	+	+	+	+	+	+		
(Brhane and Shimels 2018; Maamari and Saheb 2018a; Razak, Sarpan, and Ramlan 2018; Priarso, Diatmono, and Mariam 2019b; Parashakti et al. 2020; Harwiki 2016a; Nurlina 2022a; Mehran Saeed and Yasir Hayat Mughal 2019)						+	+	
(Ramli 2018; Badrianto and Ekhsan 2019; Kertabudi and Aripin 2015; Usikalu, Ogunleye, and Effiong 2015)							+	+
(Eliyana, Ma'arif, and Muzakki 2019a; Pawirosumarto, Sarjana, and Gunawan 2017; Paais and Pattiruhu 2020a)						+	+	+
(Priarso, Diatmono, and Mariam 2019b; Wahyuni, Purwandari, and Syah 2019)						+		+
(Zhang, Cao, and Wang 2018a)					+	+		
(Diamantidis and Chatzoglou 2019a)	+	+			+	+	+	
(Sharma and Tarp 2018)					+	+	+	
(Athota, Budhwar, and Malik 2020)	+							+

Source: created by author

It should be mentioned that several writers discuss various elements affecting an employee's ability to succeed at work. According (Diamantidis and Chatzoglou 2019b) these factors can be divided in two larger blocks such as. Among employee-related factors many authors single out The Big Five Personality model for personal factors such as: extraversion, agreeableness, conscientiousness, neuroticism and openness to experience. Another group environment-related factors among these factors can be attributed such factors that an employee cannot change on his own such as leadership style, work environment and job satisfaction.

In the following, we will review research directions and results on the impact of these factors on performance.

The first chapter reviewed the employee's personal characteristics that affect work performance. The results of the research showed Gridwichai et al. (2020):

- − Neuroticism - has little effect on job performance either. This sort of person is prone to negative feelings such as low self-esteem, anxiety, excessive worry, pessimism, and depression. It was found as a primary cause of negative attachments due to their poor job behaviors and attitudes.

- Extroversion - has no noticeable impact on job performance. High extraverted workers are continually searching for better opportunities for recognition and promotion. If they can advance in their current company, they will be passionate about it and devoted to it. Instead, if they feel that other companies' opportunities would further their careers, they will welcome the option to find another business.

- Openness to experience - This has a stronger influence on employee job performance. Because they are inclined to be thrilled about new experiences, these people have a strong desire for autonomy and are adaptable, innovative, and supportive of change.

- Conscientiousness - because they put in extra effort at work, conscientious people are more dependable and persistent, and they exert extra effort to perform better for their organizations.

- Agreeableness - the agreeableness personality trait has the least substantial impact because it tends to adapt to varied conditions and seek mutually satisfying solutions.

The second chapter reviewed the environment factors that affect work performance. The results of the research showed (Chandra and Priyono 2015)(Chandra and Priyono 2015):

- The leadership approach Employees have demonstrated that the leadership style has a significant impact on performance. Leadership is the capacity to shape an individual's or an entity's behavior in such a way that others are inspired to work effectively and efficiently to attain a goal that has been specified in the particular situation.

- Working environment, the study's conclusions showed that performance is significantly influenced by the workplace. The efficacy of employees at work is influenced by a variety of factors, including the workplace. It was necessary to create a working environment that could support implementation operations in order to complete the project successfully and efficiently. A positive work atmosphere does not promote the adjustment of a good production system.

- Job Satisfaction - illustrates the size of the influence on performance, implying that any rise in job satisfaction will result in an improvement in performance. Sites where workers sought for employment noted that job satisfaction is an emotional condition that depends on whether there is an intersection between the values of the work done by the workers and their desire for revenge.

Only give money-related responses, but they might also be non-financial, such praise and attention or compassion management.
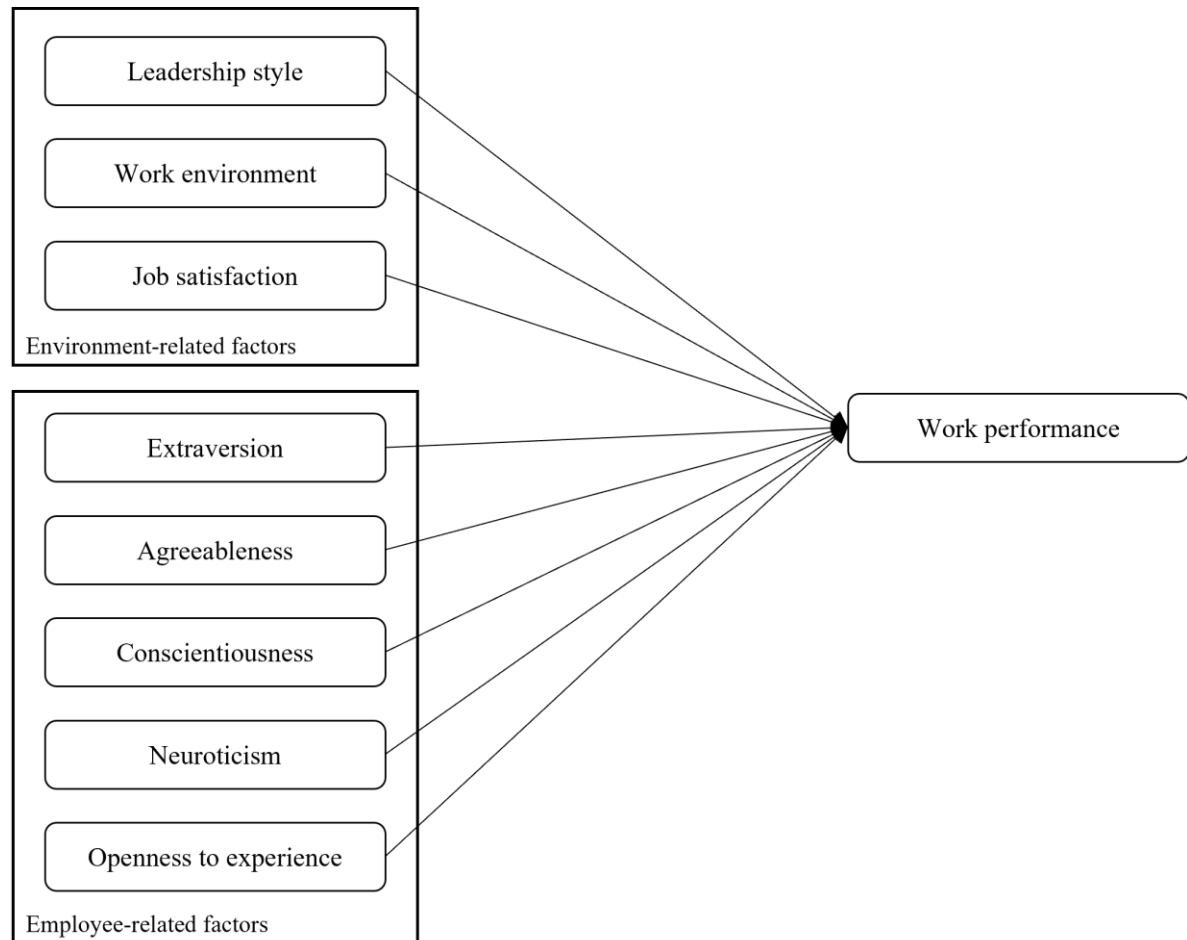
Figure 3. Factors affecting employee performance

Source: created by author, based on Priarso, Diatmono, and Mariam 2019; Pawirosumarto, Sarjana, and Gunawan 2017; Prabowo, Noermijati, and Irawanto 2018; Maamari and Saheb 2018; Ma'arif, and Muzakki 2019; Badrianto and Ekhsan 2019; Suhendra, and Kamil 2020; Parashakti et al. 2020; Razak, Sarpan, and Ramlan 2018; Top et al. 2020; Tajeddini, Altinay, and Ratten 2017; Nugroho et al. 2020; Nurlina 2022; Zhang, Cao, and Wang 2018; Lee and Ding 2020; Hoxha and Heimerer 2019; Wahyuni, Purwandari, and Syah 2019; Mehran Saeed and Yasir Hayat Mughal 2019; Paais and Pattiruhu 2020; Gopinath and Kalpana 2020; Nurdiansyah et al. 2020; Anesukanjanakul, Banpot, and Jermsittiparsert 2019; Jermsittiparsert and Boonratanakittiphumi 2019; Brhane and Shimels 2018; Gridwichai et al. 2020; Ali 2019; Alexander N. Chen et al. 2021; Rashid et al. 2016; Kerr, Kerr, and Xu 2018; Wihler et al. 2017; Gridwichai et al. 2020; Kerr, Kerr, and Xu 2017; Sarwoko and Nurfarida 2021; Ayub et al. 2017; Farrukh, Ying, and Mansori 2017; Obeid, Salleh, and Mohd Nor 2017; Ramli 2019; Jalagat 2017; Şahin, Karadağ, and Tuncer 2019)

As the work's outcomes become increasingly crucial to businesses, it's critical to identify the elements that actually affect the latter's total performance. The hypothesized model that was previously described and created through an investigation of the scientific literature is shown in Figure 3. The model shows how the environment and personal characteristics of the employee affect results. Further studies will make advantage of this paradigm.

2. METHODOLOGY FOR THE ANALYSIS OF THE INFLUENCE OF ENVIRONMENT AND EMPLOYEE RELATED FACTORS ON EMPLOYEE PERFORMANCE

The techniques of data collecting and analysis employed in the research of the elements impacting employee and corporate outcomes are presented in the first section of this chapter. It also discusses the problems with the study's organizational structure. The presentation of the research instrument is the focus of the chapter's second section.

2.1. Research methods and their application

The aim of this work is to make a model of the influence of personality aspects of managers on the performance of companies. The methods of theoretical analysis, empirical research and statistical analysis were used to achieve the goal.

Theoretical analysis method. A review of the scientific literature was conducted, during which the work-related scientific literature was analyzed and described.

Empirical research method. The questionnaire survey research approach was used. This type of inquiry was chosen in context of past studies Ayub et al. 2017; (Ayub et al. 2017; Gridwichai et al. 2020; Nagarajah, Medawala, and Rathnayake 2021; Pawirosumarto, Sarjana, and Gunawan 2017; Rashid et al. 2016) to determine the elements influencing customer purchase intent. Furthermore, the relationship between user attitudes and factors can be statistically analyzed using this research method.

Research object. To investigate the impact of employee job performance on personality attributes, leadership style, work environment, and job satisfaction.

Research aim. Identify the factors that affect the company's performance through the employee.

Research tasks:

1. Evaluate the impact of employee personal factors (neuroticism, extraversion, openness to experience, awareness, and consensus) on job performance.
2. Evaluate the impact of environmental factors (Job satisfaction, leadership style, work environment) on work results.
3. Determine which factors have the greatest impact on the employee's performance.

A model of the link between the components was constructed in order to identify the effect of employee and environmental factors on the employee's performance at work, and it is subsequently employed in the work as a scheme of hypotheses.
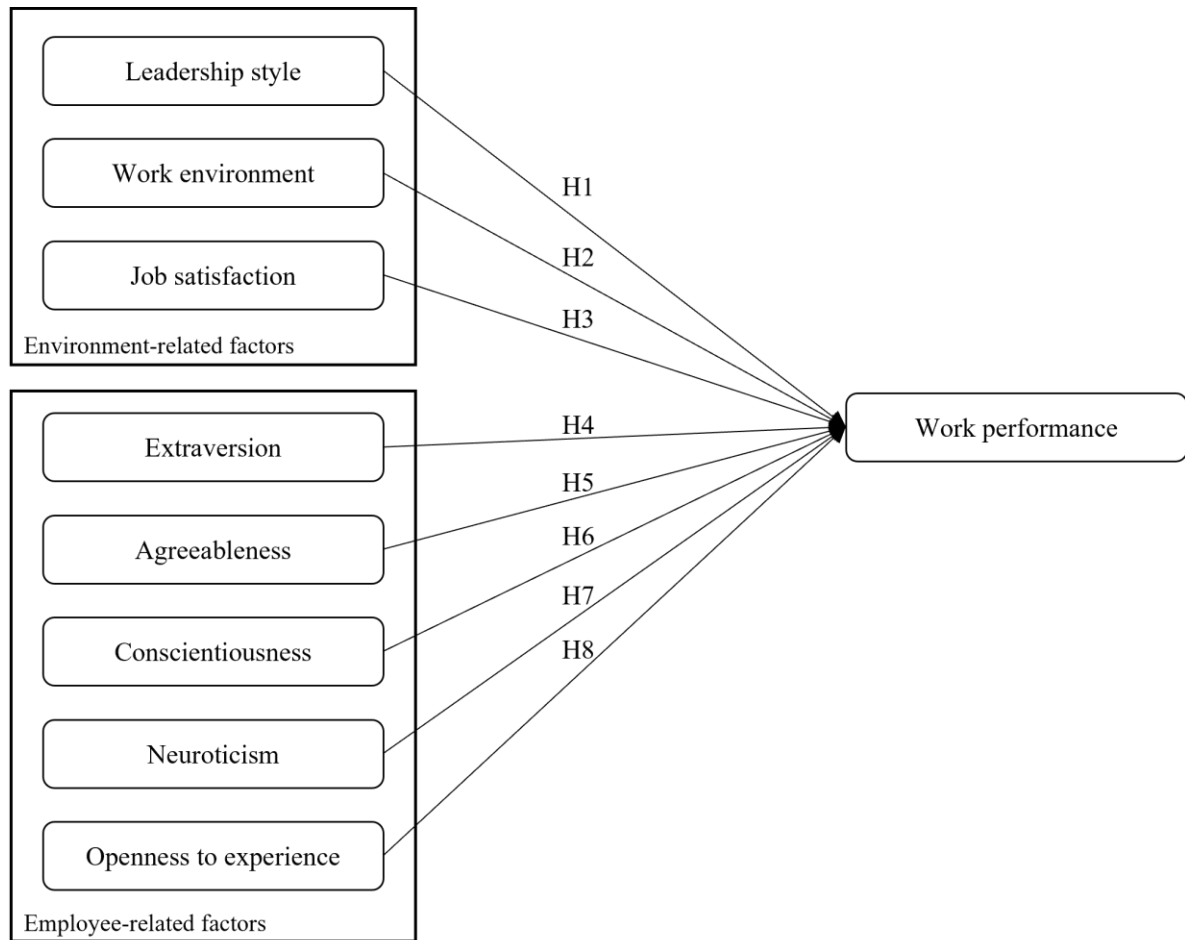
Figure 4. Scheme of research hypotheses

Source: created by author

The following hypotheses were formulated for the research:

–   **H1** – Leadership style has a positive effect on the employee's result in the company.

A manager's leadership style is a collection of behavior patterns that commonly appear during ongoing organizational activity. Because these managers work closely with their team, their leadership style should have a big impact on employee morale and performance (Jane Wairimu and Fridah Theuri Simba 2016).

–   **H2** – Work environment has a positive effect on the employee's result in the company.

Anything that surrounds employees at their place of employment and affects how they do their jobs is referred to as the workplace environment. It includes both internal and external elements that might affect employees' work ethics and, therefore, their productivity at work.

The workplace's physical environment ought to have an effect on workers' morale, happiness, ability to communicate with coworkers, and health (Avita et al., 2020).

– **H3** – Job satisfaction has a positive effect on the employee's result in the company.

Job satisfaction and better performance should be closely related. Happier employees should perform better, ensure better organizational results and stay with the company longer. As a result, overall performance should improve (Nurdiansyah et al. 2020).

– **H4** – Extraversion has a positive effect on the employee's result in the company.

Extraverted workers are always seeking out greater opportunities for promotion and recognition. If they are able to advance inside their current company, they will be passionate about it and devoted to it. As a result, it ought to improve employee performance (Wihler et al. 2017).

– **H5** – Agreeableness has a positive effect on the employee's result in the company.

Such people are usually friendly, straightforward, cooperative, kind, and work well in a team because they are sincere, obedient, and charitable. Therefore, this feature should contribute to a better result at work (Şahin, Karadağ, and Tuncer 2019).

– **H6** – Conscientiousness has a positive effect on the employee's result in the company.

When workers work in predictable contexts and strive to achieve traditional goals via persistence, the importance of conscientiousness for job performance increases. These workers retain good interpersonal interactions and are more likely to preserve business continuity. Therefore, people with this quality should perform better (Shahzad, Raja, and Hashmi 2021b).

– **H7** – Neurotism has a negative effect on the employee's result in the company.

These personality qualities may be anxious to enter a new environment, which might result in challenging work situations when bad occurrences happen in their current occupations therefore, it should have a negative impact on the employee's work result (Şahin, Karadağ, and Tuncer 2019).

– **H8 –** Opennes to experience style has a positive effect on the employee's result in the company.

Employees that exhibit traits of openness affect how well their particular teams function. These people cherish their independence and are flexible, inventive, and open to change since they are probably curious about new things. Accordingly, people with this quality should not be afraid of new challenges, as a result of which this would have a positive effect on the work result. (Yakasai and Jan 2015a).

At the end of the literature analysis, a summarizing research model (Fig. 4) describing the influence of variables on employee results is presented. An effort was made to make various cuts to the employee's immediate surroundings throughout the literature review in order to link

the factors that support the moderators. The variables of the empirical research model include two different factors: external factors H1, H2, H3 and individual factors H4, H5, H6, H7, H8. Seven of the eight hypotheses H1, H2, H3, H4, H5, H6 and H8 are likely to have positive effects and one hypothesis H7 may have both negative and positive effects. The constructs used in the study are listed in Table 2.

Table 2. Definitions of quantitative research constructs and measurement scales

Constructs	Theoretical definition	Survey
Extraversion	The tendency to engage in conversation, be friendly, and enjoy other people's company. The proclivity to have a dominant style (Poteet 2019).	The Big Five Inventory (BFI) survey is used to determine the extraversion assessment scale ("The Big Five Inventory" n.d.). Scale – two statements.
Agreeableness	The propensity to follow and agree with others rather than voicing one's own ideas and decisions (Poteet 2019).	The Big Five Inventory (BFI) survey is used to determine the Agreeableness measuring scale ("The Big Five Inventory" n.d.). Scale – two statements.
Conscientiousness	The propensity to exercise caution, keep appointments, observe regulations, and put forth hard labor (Poteet 2019).	The Big Five Inventory (BFI) survey is used to determine the Conscientiousness measurement scale ("The Big Five Inventory" n.d.). Scale – two statements.
Neuroticism	The propensity to routinely feel unpleasant emotions like fear, despair, and rage as well as being socially sensitive (Poteet 2019).	The Big Five Inventory (BFI) survey is used to determine the Neuroticism measuring scale ("The Big Five Inventory" n.d.). Scale – two statements.
Openness to experience	The proclivity to appreciate new art, ideas, values, emotions, and behaviors (Poteet 2019).	The Big Five Inventory (BFI) survey is used to determine the Openness to Experience measurement scale ("The Big Five Inventory" n.d.). Scale – two statements.
Leadership style	Leadership style is the behavioral strategy employed by supervisors to persuade, inspire, and guide their staff members (Fries, Kammerlander, and Leitterstorf 2021).	Leadership style measurement scale. Consisting of two subscales: transformational and transactional (Avolio, n.d.). Scale - eighteen statements.

Work environment	Your work environment includes the location, social dynamics, and physical circumstances in which you carry out your duties (Yusof et al. 2021).	Work environment measurement scale. Consisting of two subscales: physical location and behavioral (Hafee et al. 2019a). Scale – eighteen statements.
Job satisfaction	A pleasant or good emotional state brought on by an assessment of one's employment or professional experiences is known as job satisfaction. (Dodanwala and Santoso 2022).	Job satisfaction measurement scale(Buckingham and Coffman, n.d.). Scale - twelve statements.
Work performance	Work performance is the degree to which individuals have complied with the demands of their jobs (Li and Wang 2021).	Work performance measurement scale (Diamantidis and Chatzoglou 2019b). Scale – twenty statements.

Source*:* created by author

The study whole and the sample. As the survey is conducted to investigate the impact on employees, the required sample was calculated from the number of Lithuanian employees in Lithuanian companies, which is around 108 thousands of employers (Rekvizitai, 2022). The formula used to determine the required sample size is:

$$n = \frac{1}{\Delta^2 + \frac{1}{N}}$$

(1)

where:

n – number of cases in the sample;

Δ – the magnitude of the error;

N – general set.

The general population in this case is 1,44 million of employees ("Bendras Darbuotojų Skaičius Lietuvos Įmonėse. Rekvizitai.Lt" n.d.). In order for the survey to be reliable with 5 percent error received the required sample - 400 respondents.

Research stages:

1. Preparation of research methodology: research problem, object, goal, tasks, research method, hypotheses, respondent, necessary research sample.

2. Compilation of a questionnaire.

3. Carrying out empirical research.

4. Analysis, systematization and evaluation of research data.

5. Summary of research results.

6. Presentation of conclusions and recommendations.

Method of statistical analysis. The data collected during the empirical study were processed using the statistical analysis software package - SPSS. Using the method of descriptive statistics, a review of the social and demographic data of the survey participants was conducted, during which the percentage distribution of respondents by gender, age, education and average monthly income was determined. To assess the statistical significance of the studied factors, the confidence levels $\alpha = 0.05$ and $p < 0.05$ were chosen. In order to determine if all of the statements in a group are connected with one another and accurately reflect the research value, the consistency of the statements in the questionnaire was evaluated using the Cronbach's alpha coefficient.

2.2.   Research design and method

There are various research strategies. The following are strategies for management and business research (Wedawatta and Amaratunga 2011):

– Survey;
– Experiment;
– action research;
– case study;
– grounded theory;
– ethnography;
– cross sectional studies.

For primary data collection, a survey strategy, more specifically, a questionnaire, was chosen. Surveys are used to collect data that will aid research teams (from choosing samples to questions and topics). It is a useful method for getting a lot of information from many sources. The selection of respondents may be based on a range of factors, including as sex, age, race, sexual orientation, socioeconomic status, and demographic questions. These questions often appear first in the survey (Story and Tait 2019).

Additionally, cross-sectional temporal horizon is chosen for main data gathering. As a result, data is gathered from a variety of people all at once. Since longitudinal studies continually collect data from the same respondents over time as opposed to cross-sectional studies, which often focus on a wider group of people who are related by a similar trait, the method chosen is more pertinent to this study (Thomas 2022).

The aim is to verify the raised hypotheses by means of a quantitative survey. Most often, this method is chosen when it is necessary to check the theoretical questions raised during the research or the insights that depend on people's personal characteristics, traits, interests, etc.

The goal of quantitative survey techniques is to reach a bigger sample in less time. The survey is conducted using a pre-planned research tool, which should assist in organizing the data collected from the respondents (Espadoto et al. 2021).

The empirical study of this paper is carried out in two stages. First, an exploratory quantitative study is performed. To assess the effect of personality characteristics on employee performance in the organization, pilot research was carried out. According to Kardelis (2014), 20-50 respondents should be interviewed during the pilot survey. The questionnaire was sent to 150 randomly selected employees, of whom 41 completed the questionnaire, 27,3% of the total sample. The study's reliability has been demonstrated in a pilot research Table 3. A second study was carried out to assess the effects of environmental conditions on staff performance in the organization.

The goal is to use a quantitative survey to validate the hypotheses raised. This strategy is frequently used when it is important to validate theoretical questions raised during research or insights that are dependent on people's personal features, traits, hobbies, and so on. Quantitative survey methods seek to reach a larger sample in less time (Espadoto et al. 2021). The survey is conducted using a pre-planned research instrument, which should help to systematize the information gathered from respondents.

2.3. Research instrument

Six components made up the questionnaire, totaling 78 questions, 10 from the Big Five Inventory (BFI), 20 from work performance (Eliyana, Ma'arif, and Muzakki 2019b), 18 from work environment (Hafee et al. 2019a), 12 from job satisfaction from The Gallup Workplace Audit (GWA), and the remaining 18 from leadership style from Multifactor Leadership Questionnaire (MLQ). The questionnaire was posted on the apklausa.lt website. This site was chosen because the data obtained can be conveniently exported immediately to the SPSS 17 (Statistical Package of Social Sciences) program, which was used for further calculations and analysis. In the following, we will separately review the theoretical aspects of the selection of these questionnaires and learn more about the structure of the questionnaires.

The first group of questions includes questions related to the social and demographic data of the survey participants: 1) "Gender", 2) "Age", 3) "Education", 4) "Position".

Big Five Inventory (BFI). The methodology was developed by the authors (John 1998) The questionnaire was updated in 2007 its principal authors are (Rammstedt and John 2007). It is freely available online ("The Big Five Inventory" n.d.) and the author has given permission to use the methodology for non-commercial purposes free of charge, but in exchange the author

requests to share research data with him. By filling in the contact form, you can access translations of this scale in other languages, download keys and additional material. The questionnaire evaluates five personality traits: neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. It consists of 44 statements, which are assessed using Likert's five-point scale: 1 - "Strongly Disagree, 2 -" Strongly Disagree, 3 - "Neither Agree nor Disagree, 4 -" Strongly Agree, and 5 - "Strongly Agree. Similarly, each answer was assigned a specific number of points from 1-5 (from "Strongly Disagree to" Strongly Agree). There are also 16 inverse statements on this scale (i.e., 2, 6, 8, 9, 12, 18, 21, 23, 24, 27, 31, 34, 35, 37, 41, 43) whose values need to be rewritten before performing the analysis., for example, if the respondent chose "I partially agree with a value of 4 points after the conversion, when evaluating the statement, this answer becomes equal to 2. The sum of the statements of each scale is calculated, the higher it is, the more pronounced this feature is. The reliability and intercultural applicability of the questionnaire has been confirmed in many studies around the world Steyn and Ndofirepi (2022), Park et al. (2022), Birkeland et al. (2020).

The third set of questions is designed to identify work performance. 20 questions were asked in this questionnaire. The questionnaire was developed with the consent of the authors Eliyana, Ma'arif, and Muzakki (2019b), which was developed by the authors (Diamantidis and Chatzoglou 2019b). The validity and reliability of the questionnaire has already been examined in the aforementioned article.

The goal of the fourth set of questions is to ascertain the working environment. The first is the physical location, which comprises employee sitting arrangements, office lighting, and the surroundings of the office building. The second is behavioral, which includes the atmosphere during tea breaks, overtime pay, and other things. This questionnaire has 16 questions. The authors, (Hafee et al. 2019b), created the questionnaire. In the article before, the validity and reliability of the questionnaire were previously examined.

The fifth set of questions is designed to assess job satisfaction. The Gallup Workplace Audit (GWA) evaluates a range of relevant workplace aspects, including as job satisfaction. The Gallup organization created this questionnaire (Buckingham and Coffman, n.d.). There are a total of 12 things. Five-point Likert-type scales, ranging from strongly disagree to strongly agree, were used to grade the study's questions. This survey is divided into four parts:

• Base Camp: "What am I going to get?" Employees want to know what is expected of them when starting a new job and what perks they will receive in return.

• Camp 1: "What am I giving?" Workers in this phase devote more effort or concentrate into a certain input and are more concerned with how others see them and whether or not others appreciate their jobs.

• Camp 2: "Do I fit in here?" During this stage, workers evaluate their suitability for the position, the task, or the performance.

• Camp 3: "How can we all grow together?" The workers are currently at one of the later stages of their careers. Employees are eager for education and advancement during this time. They grow, learn, and produce with the goal of making things better.

Many research around the world have proven the questionnaire's reliability and international relevance Khanna (2020), Pounder, Stoffell, and Choi (2018).

The final section of the questionnaire is dedicated to determining leadership style. This section made use of the Multifactor Leadership Questionnaire (MLQ). Bass and Avolio were the first to create this research apparatus in 1985 (Bass, n.d.). This study instrument was recently improved by Bass and Avolio (Avolio, n.d.) to gauge the differences between transactional and transformative leadership. There are 16 items in total. On a five-point Likert scale, from strongly disagree to strongly agree, the study's questions were assessed. This survey is broken into two sections: one for transactional leadership style (7 questions) and another for transformational leadership style (9 questions). Many research throughout the world have proven the questionnaire's reliability and international relevance Braathu et al. (2022), Batista-Foguet, Esteve, and van Witteloostuijn (2021), Kolomboy et al. (2021), Gomes et al. (2021)

The devised research tool should make it possible to comprehend the profile of the study participants, including their distribution by gender, age, education level, and position. When analyzing the demographic and social data of the research participants, the method of descriptive statistics is used to calculate the percentage distribution of the research participants. Analyzing the data of the statements related to the mentioned factors, i.e., correlation and association coefficients, using previously described regression analysis and Pearson correlation methods.

The survey questionnaire to determine employee – related factors is presented in Appendix 1 and environment – related factors is presented in Appendix 2.

2.4. Study population, sample and data collection

Among the staff, quantitative research was done. Both managers and employees without subordinates who do intellectual work in the main office were invited to participate in the survey. There were no restrictions on the age, gender or education of the respondents. The questionnaire was given to 150 randomly chosen workers who work in the energy sector as part of an exploratory quantitative study, of whom 41 completed the questionnaire, 27,3% of the

total sample. The survey was published and made public in 2022. June 12 and lasted almost two weeks until June 20.

The majority of the businesses responsible for energy generation, distribution, and supply were those whose employees were invited to take part in the study. The questionnaire indicated that the research is being conducted to find out about the factors that have the greatest influence on the results of employees in companies. It is also stated that the questionnaire is anonymous and will be used only for research purposes.

146 questionnaires were personally sent by e-mail. The questionnaire was viewed a total of 342 times. A total of 105 questionnaires were collected. All questionnaires were filled out in full, therefore, all of them are suitable for data processing and evaluation. According to Repšienė (2007), suggests that at least 100 people should participate in the survey.

The survey was published and made public in 2022. November 4 and lasted almost three weeks until November 29. The quantitative survey was conducted only online through the apklausa.lt platform. After the start of the statistical quantitative survey, an anonymous survey link with a description of the study was sent to exploratory survey respondents with a request to share the link with their subordinates or colleagues. 146 personal invitations were sent to colleagues, former colleagues, friends and acquaintances working in companies with a request to participate in a confidential survey. A link was also posted on Linkedin, Facebook and Instagram. Also, on the Facebook website in closed groups and among friends with a request to fill in or share the questionnaire with those who work in companies. 5 employees working outside of Lithuania, Denmark, Iceland, the United Kingdom and Germany also filled out the questionnaire. All collected data will be processed anonymously during the analysis, stored until the defense of the work and then destroyed.

3. EMPIRICAL ANALYSIS OF THE FACTORS INFLUENCING THE EMPLOYEE'S PERFORMANCE

This chapter summarizes the study's findings and their analysis of the variables influencing employees' performance at work. The first section provides a summary of the research participants' social and demographic characteristics, including their age, gender, and level of education and employment. These data make it possible to get to know the participants of the study better and to understand with which group of users the obtained results can be identified. In the second part, the raised hypotheses are tested, personal factors and external factors are analyzed and their significance is performed.

3.1. Review of demographic and social data of study participants

When the demographic information from the respondents to the survey of employee-related aspects is analyzed, the distribution of the respondents by gender reveals that women make up the majority of the survey respondents - 50 percent (n=21), men make up 50 percent (n=21). According to the age distribution, the largest part of the survey participants consists of respondents aged 25-34, 35.7 percent fall into this age group. (n=15) of all survey participants, 35-44 years old – 35.7% (n=15), 18-24 years old – 4.8%. (n=2), 45 - 54 years old – 16.7 percent (n=7), 55 - 64 years old – 7.1 percent (n=3), 65 and over - 0 percent Among all research participants, a large share was made up of persons with a university degree – 88.1 percent (n=37) and higher non-university education - 11.9 percent (n=5). Among all research participants, a large part was made up of persons occupying the position of expert or specialist – 35.7 percent (N=15) and 31 percent (n=13) of the position of qualified employee. Also, 28.6 percent of middle managers (n=12) and 4.8 percent (n=2) of top-level executives completed the Survey. The distribution of respondents by demographic characteristics is presented in Table 3.

Table 3. Demographic characteristics

Variable (N = 42)	Frequency	Percentage
Gender		
Male	21	50
Female	21	50
Age		
18 – 24	2	4.8
25 – 34	15	35.7

	Frequency	Percentage
35 – 44	15	35.7
45 – 54	7	16.7
55 – 64	3	7.1
Education		
Higher non-university education	5	11.9
Higher university education	37	88.1
Position		
Top level executives	2	4.8
Middle managers	12	28.6
Experts, specialists	15	35.7
Qualified employee	13	28.6

Source*:* created by author

Analyzing the survey of environment – related factors demographic data of the respondents, the distribution of the respondents by gender shows that the majority of the survey respondents are women - 57.1 percent (n=60), men make up 42.9 percent (n=45). According to the age distribution, the largest part of the survey participants consists of respondents aged 25-34, 44.8 percent fall into this age group. (n=47) of all survey participants, 18-24 years old – 5.7% (n=6), 35-44 years old – 38.1%. (n=40), 45 - 54 years old – 8.6 percent (n=9), 55 - 64 years old – 2.9 percent (n=3), 65 and over - 0 percent Among all research participants, a large share was made up of persons with a university degree - 81 percent (n=85) and higher non-university education - 12.4 percent (n=13). 5.7 percent (n=6) indicated that they had a secondary education, 1% (n=1) had a basic education. Among all research participants, a large part was made up of persons occupying the position of expert or specialist – 48.6 percent (N=51) and 34.3 percent (n=36) of the position of middle level manager. Also, 14.3 percent of qualified employees (n=15) and 2.9 percent (n=3) of top-level executives completed the Survey. The distribution of respondents by demographic characteristics is presented in Table 4.

Table 4. Demographic characteristics

Variable (N = 105)	Frequency	Percentage
Gender		
Male	45	42.9
Female	60	57.1

	Frequency	Percentage
Age		
18 – 24	6	5.7
25 – 34	47	44.8
35 – 44	40	38.1
45 – 54	9	8.6
55 – 64	3	2.9
Education		
Basic education	1	1
Secondary education	6	5.7
Higher non-university education	13	12.4
Higher university education	85	81
Position		
Top level executives	3	2.9
Middle managers	36	34.3
Experts, specialists	51	48.6
Qualified employee	15	14.3

Source*:* created by author

3.2. Analysis of factors affecting the employee's work results

3.2.1. Construct validity and reliability

The internal consistency of items is referred to as construct reliability, and the Cronbach's alpha coefficient is used to quantify this. The following were the calculated Cronbach's alphas: for extraversion – .839, for agreeableness – .747, for conscientiousness –. 836, for neuroticism – .818, for openness to experience – .600, for work performance – .879. In scientific study, it is presumable that Cronbach's alpha should be 0.70 or above to validate that a collection of questions is reconciled. Given that the range of Cronbach's alpha coefficients utilized in the research ranges from .747 to .879, it can be said that five of the six scales are trustworthy. However, given that the scale for Openness to Experience has a Cronbach's alpha coefficient of .600, it seems doubtful. Cronbach's alpha coefficients are presented in Table 5.

Table 5. Construct reliability

Variable (N = 42)		
Constructs	Cronbach's Alpha	No of Items
Extraversion	.839	8
Agreeableness	.747	9
Conscientiousness	.836	9
Neuroticism	.818	8
Openness to experience	.600	10
Work performance	.879	20

Source*:* created by author

The estimated Cronbach's alphas for environment-related constructs included the following: .802 for the work environment, .895 for job satisfaction, .947 for transactional leadership style, .707 for transformational leadership style, and .936 for work performance. Given that the range of Cronbach's alpha coefficients used in the study ranges from .707 to .947, it can be said that all scales were reliable. Cronbach's alpha coefficients are presented in Table 6.

Table 6. Construct realibity

Variable (N = 105)		
Constructs	Cronbach's Alpha	No of Items
Work environment	.802	16
Job satisfaction	.895	12
Leadership style	.894	16
Work performance	.936	20

Source*:* created by author

By investigating principal component factor analysis with the varimax rotation, construct validity was taken into account. There will be no computational issues with the factor analysis since determinant = 0.05 and is not equal to 0. One factor, accounting for 59.4% of the variation, explained all the variables (Table 7).

Table 7. Total Variance Personal

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.563	59.383	59.383	3.563	59.383	59.383
2	.741	12.343	71.726			
3	.651	10.857	82.583			
4	.579	9.645	92.228			
5	.294	4.895	97.122			
6	.173	2.878	100.000			

Source: created by author

The Bartlett's test of sphericity examines if the correlations between variables are statistically significant, whereas the Keiser-Meyer-Olkin measure shows sampling adequacy or whether the correlations of the variable pairs are explained by other variables. When the KMO coefficient (which can range from 0 to 1) is higher than 0.6 and the Bartlett sphericity test is significant (significance level p 0.05), the data is suitable for factor analysis. If KMO is less than 0.5, the data is not suitable for factor analysis. In our situation, Bartlett's test of sphericity for all constructs revealed significant correlations in the correlation matrix (sig. = .000). Additionally, the KMO value, which is shown in Table 8, confirmed that the data for all constructs are appropriate for factor analysis at .811.

Table 8. KMO and Bartlett's Test Personal

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.811
Bartlett's Test of Sphericity	Approx. Chi-Square	114.004
	df	15
	Sig.	.000

Source: created by author

The factor analysis won't encounter any computing problems either because the determinant is not equal to 0 and instead equal to .241. All the variables were explained by one factor, which accounted for 56.9% of the variation (Table 9).

Table 9. Total Variance

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.843	56.855	56.855	2.375	47.508	47.508
2	.952	19.046	75.901			
3	.544	10.871	86.771			
4	.407	8.143	94.914			
5	.254	5.086	100.000			

Source*: created by author*

In our case, the correlation matrix showed substantial correlations (sig. = .000) according to Bartlett's test of sphericity for all constructs. Table 10's KMO score of .738 further demonstrated that the data for all constructions were suitable for factor analysis.

Table 10. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.738
Bartlett's Test of Sphericity	Approx. Chi-Square	190.983
	df	10
	Sig.	.000

Source*: created by author*

3.2.2. Descriptive Statistics and Correlations Among Variables

In order to investigate the associations between the variables, a Pearson product-moment correlation was performed. Additionally, the analysis of correlations and descriptive statistics revealed some intriguing results on the relationships between the variables. Age was inversely correlated with neuroticism but positively correlated with extraversion and work performance. Position and education are substantially inversely connected. Position was inversely correlated with work performance and receptivity to experience. Extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience were all correlated with one another. All of them, with the exception of neuroticism, were also favorably correlated with work performance. In Table 11, the outcomes of the descriptive statistics and correlations between the various variables are shown.

Table 11. Descriptive and correlation data

	1	2	3	4	5	6	7	8	9	10
1. Gender	1									
2. Age	-.241	1								
3. Education	-.221	-.202	1							
4. Position	.296	.043	-.446**	1						
5. Extraversion	.061	.366*	-.040	-.225	1					
6. Agreeableness	.183	.285	-.047	-.194	.332*	1				
7. Conscientiousness	.178	.289	.021	-.133	.550**	.650**	1			
8. Neuroticism	.235	-.441**	-.118	.285	-.412**	-.499**	-.435**	1		
9. Openness to experience	-.220	.183	.221	-.375*	.411**	.365*	.391*	-.374*	1	
10. Work performance	.061	.396**	.051	-.320*	.695**	.573**	.761**	-.582**	.541**	1
Minimum	1	1	1	1	1	1	1	1	1	1
Maximum	2	5	4	4	5	5	5	5	5	5
Mean	1.5	2.86	3.88	2.93	3.476	3.859	3.748	2.818	3.440	4.173
SD	.506	1.002	.328	.894	.690	.539	.650	.654	.471	.454

Note: N = 42;
* Correlation is significant at the 0.05 level (2-tailed).
** – at the 0.01 level (2-tailed).
Source: created by author

It may be observed that gender and position have beneficial relationships when considering environment-related aspects. Performance at work was positively connected with age. Workplace atmosphere was negatively correlated with position. The relationships between work environment, job satisfaction, and leadership style were all positive. Additionally, each of them has a favorable relationship to work performance. Table 12 displays the associations in detail.

Table 12. Descriptive and correlation data

	1	2	3	4	5	6	7	8
1. Gender	1							
2. Age	-.089	1						
3. Education	.046	-.037	1					
4. Position	.222*	-.145	-.148	1				
5. Work environment	-.121	.076	.058	-.205*	1			
6. Job satisfaction	.019	.084	.055	-.158	.658**	1		

	1	2	3	4	5	6	7	8
7. Leadership style	.026	.019	.183	.025	.552**	.560**	1	
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
8. Work performance	.025	.203*	.027	-.067	.304**	.559**	.253**	1
Minimum	1	1	1	1	1	1	1	1
Maximum	2	5	4	4	5	5	5	5
Mean	1.571	2.581	3.724	2.743	4.018	3.451	3.85	3
SD	.497	.841	.658	1	.625	.607	.749	.703

Note: N = 105;
* Correlation is significant at the 0.05 level (2-tailed).
** – at the 0.01 level (2-tailed).
Source*: created by author*

3.3. Factors affecting the employee's work performance analysis

During the research analysis, the aim was to find out the employee's personal factors and environmental factors that have the greatest influence on the employee's work results in the company. In order to achieve the set goal, regression analyzes were performed, during which the effect of personal factors - extraversion, conscientiousness, openness to experience, neuroticism and agreeableness on work performance and the effect of environmental factors - leadership style, work environment and job satisfaction on employee work performance were analyzed, evaluating blocks of factors and single elements.

H1: Leadership style has a positive effect on the employee's result in the company. After performing a simple linear regression analysis between leadership style and work performance, the obtained results show that leadership style explains 6.5 percent user differences between work performance (R^2=.065, F=7.052, p<0.05) (Table 13).

Table 13. Indicators of statistical significance of the relationship between leadership style and work performance variables

ANOVAa					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.604	1	2.604	7.052	.009b
	Residual	38.036	103	.369		
	Total	40.641	104			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Leadership style
Source*: created by author*

The correlation coefficient shows a positive relationship (r=.253) (Table 14) between leadership style and work performance. The hypothesis is confirmed.

Table 14. Indicators of suitability of the leadership style and work performance model variables

		Model Summary[b]		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.253[a]	.064	.055	.60769

a. Dependent Variable: Work performance
b. Predictors: (Constant), Leadership style
Source*: created by author*

H2: Work environment has a positive effect on the employee's result in the company. The results of the regression analysis between leadership style and work performance, the obtained results show that work environment explains 9.3 percent user differences between work performance (R^2=.093, F=10.524, p<0.05) (Table 15).

Table 15. Indicators of statistical significance of the relationship between work environment and work performance variables

		ANOVA[a]				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.767	1	3.767	10.524	.002[b]
	Residual	36.873	103	.358		
	Total	40.641	104			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Work environment
Source*: created by author*

The correlation coefficient shows a positive relationship (r=.304) (Table 16) between work environment and work performance. The hypothesis is confirmed.

Table 16. Indicators of suitability of the work environment and work performance model variables

		Model Summary[b]		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.304[a]	.093	.084	.59832

a. Dependent Variable: Work performance
b. Predictors: (Constant), Work environment
Source*: created by author*

H3: Job satisfaction has a positive effect on the employee's result in the company. The results of the regression analysis between job satisfaction and work performance, the obtained results show that job satisfaction explains 31.2 percent user differences between work performance (R^2=.312, F=46.813, p<0.05) (Table 17).

Table 17. Indicators of statistical significance of the relationship between job satisfaction and work performance variables

	ANOVAª					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.699	1	12.699	46.813	.000ᵇ
	Residual	27.941	103	.271		
	Total	40.641	104			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Job satisfaction
Source*: created by author*

The correlation coefficient shows a positive relationship (r=.559) (Table 18) between sob satisfaction and work performance. The hypothesis is confirmed.

Table 18. Indicators of suitability of the job satisfaction and work performance model variables

	Model Summaryᵇ			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559ª	.312	.306	.52084

a. Dependent Variable: Work performance
b. Predictors: (Constant), Job satisfaction
Source*: created by author*

In order to assess the impact of environmental factors on work performance, a multiple regression analysis of the independent variables - work environment, job satisfaction, leadership style - and the dependent variable - work performance - was performed, the purpose of which was to determine which environmental factors influence the employee's work results in the company.

From the results of the ANOVA table, we can see that the Model of the first regression analysis is suitable for the study (Table 19), since the coefficient is F=15.992 and the significance is $p<0.05$. Criterion $p<0.05$ indicates that there is at least one regressor in the model that affects the intention to buy.

Table 19. Indicators of statistical significance of environmental factors and variable Work performance

	ANOVAª					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.088	3	4.363	15.992	.000ᵇ
	Residual	27.553	101	.273		

		Sum of Squares	df	Mean Square	F	Sig.
	Total	40.641	104			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Work environment, Job satisfaction, Leadership style
Source: created by author

From the summary of the model, R^2=.322 (Table 20), so it is assumed that the coefficient of determination is high enough and the first linear regression model can be considered suitable.

Table 20. Environmental factors and suitability indicators of the variable Work performance model

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.567[a]	.322	.302	.52230

a. Dependent Variable: Work performance
b. Predictors: (Constant), Work environment, Job satisfaction, Leadership style
Source: created by author

Table 21 shows the significance of each of the environmental factors. The influence of the factor is considered statistically significant if $p<0.05$. Based on the results of this analysis, it can be observed that only the influence of job satisfaction is statistically significant (t=5.711, $p<0.05$) and has a positive influence on work performance. However, the correlation coefficient in the model summary shows that the relationship between external factors and employee work performance is low (r=.567).

Table 21. Environmental factors and coefficients of the variable Work performance regression model

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.433	.321		7.584	.000			
	Work environment	-.094	.117	-.091	-.802	.424	.304	-.080	-.066
	Job satisfaction	.546	.096	.654	5.711	.000	.559	.494	.468
	Leadership style	-.056	.092	-.063	-.610	.543	.253	-.061	-.050

a. Dependent Variable: Work performance
Source: created by author

H4: Extraversion has a positive effect on the employee's result in the company. The results of the regression analysis between extraversion and work performance, the obtained results show that extraversion explains 48.4 percent user differences between work performance (R^2=.484, F=37.459, p<0.05) (Table 19).

Table 22. Indicators of statistical significance of the relationship between extraversion and work performance variables

Model		Sum of Squares	df	Mean Square	F	Sig.
		ANOVA[a]				
1	Regression	4.087	1	4.087	37.459	.000[b]
	Residual	4.364	40	.109		
	Total	8.451	41			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Extraversion
Source*: created by author*

The correlation coefficient shows a positive relationship (r=.695) (Table 20) between extraversion and work performance. The hypothesis is confirmed.

Table 23. Indicators of suitability of the extraversion and work performance model variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
		Model Summary[b]		
1	.695[a]	.484	.471	.33031

a. Dependent Variable: Work performance
b. Predictors: (Constant), Extraversion
Source*: created by author*

H5: Agreeableness has a positive effect on the employee's result in the company. The results of the regression analysis between agreeableness and work performance, the obtained results show that agreeableness explains 32.9 percent user differences between work performance (R^2=.329, F=19.581, p<0.05) (Table 21).

Table 24. Indicators of statistical significance of the relationship between agreeableness and work performance variables

Model		Sum of Squares	df	Mean Square	F	Sig.
		ANOVA[a]				
1	Regression	2.777	1	2.777	19.581	.000[b]
	Residual	5.674	40	.142		

		Sum of Squares	df	Mean Square	F	Sig.
	Total	8.451	41			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Agreeableness
Source*: created by author*

The correlation coefficient shows a positive relationship (r=.573) (Table 22) between agreeableness and work performance. The hypothesis is confirmed.

Table 25. Indicators of suitability of the agreeableness and work performance model variables

		Model Summary[b]		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.573[a]	.329	.312	.37662

a. Dependent Variable: Work performance
b. Predictors: (Constant), Agreeableness
Source*: created by author*

H6: Conscientiousness has a positive effect on the employee's result in the company. The results of the regression analysis between conscientiousness and work performance, the obtained results show that conscientiousness explains 57.9 percent user differences between work performance (R^2=.579, F=54.951, p<0.05) (Table 23).

Table 26. Indicators of statistical significance of the relationship between conscientiousness and work performance variables

		ANOVA[a]				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.891	1	4.891	54.951	.000[b]
	Residual	3.560	40	.089		
	Total	8.451	41			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Conscientiousness
Source*: created by author*

The correlation coefficient shows a positive relationship (r=.761) (Table 24) between conscientiousness and work performance. The hypothesis is confirmed.

Table 27. Indicators of suitability of the conscientiousness and work performance model variables

		Model Summary[b]		
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.761[a]	.579	.568	.29833

a. Dependent Variable: Work performance
b. Predictors: (Constant), Conscientiousness
Source: created by author

H7: Neurotism has a negative effect on the employee's result in the company. The results of the regression analysis between neurotism and work performance, the obtained results show that neurotism explains 33.9 percent user differences between work performance (R^2=.339, F=20.475, p<0.05) (Table 25).

Table 28. Indicators of statistical significance of the relationship between neurotism and work performance variables

		ANOVA[a]				
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	2.861	1	2.861	20.475	.000[b]
	Residual	5.590	40	.140		
	Total	8.451	41			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Neurotism
Source: created by author

The correlation coefficient shows a positive relationship (r=.582) (Table 14) between neurotism and work performance. The hypothesis is not confirmed.

Table 29. Indicators of suitability of the neurotism and work performance model variables

		Model Summary[b]		
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.582[a]	.339	.322	.37382

a. Dependent Variable: Work performance
b. Predictors: (Constant), Neurotism
Source: created by author

H8: Opennes to experience style has a positive effect on the employee's result in the company. The results of the regression analysis between opennes to experience and work

performance, the obtained results show that leadership style explains 29.3 percent user differences between opennes to experience (R^2=.293, F=16.571, p<0.05) (Table 3).

Table 30. Indicators of statistical significance of the relationship between opennes to experience and work performance variables

Model		Sum of Squares	df	Mean Square	F	Sig.
		ANOVA[a]				
1	Regression	2.475	1	2.475	16.571	.000[b]
	Residual	5.976	40	.149		
	Total	8.451	41			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Opennes to experience
Source: created by author

The correlation coefficient shows a positive relationship (r=.541) (Table 14) between opennes to experience and work performance. The hypothesis is confirmed.

Table 31. Indicators of suitability of the opennes to experience and work performance model variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
		Model Summary[b]		
1	.541[a]	.293	.275	.38651

a. Dependent Variable: Work performance
b. Predictors: (Constant), Opennes to experience
Source: created by author

The purpose of the second multiple regression analysis was to perform an analysis of the independent variables related to personal characteristics - extraversion, agreeableness, conscientiousness, neuroticism and openness to experience and the dependent variable - work performance - and to determine the impact of personality characteristics on the employee's work results.

From the results of the ANOVA table, it can be said that the Model of the first regression analysis is suitable for the study (Table 32), since the coefficient is F=22.211 and the significance is p<0.05. Criterion p<0.05 indicates that there is at least one regressor in the model that affects the intention to buy.

Table 32. Statistical significance indicators of personality traits and variable Work performance

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.382	5	1.276	22.211	.000[b]
	Sum of Squares	df	Mean Square	F	Sig.
Residual	2.069	36	.057		
Total	8.451	41			

a. Dependent Variable: Work performance
b. Predictors: (Constant), Extraversion, agreeableness, conscientiousness, neuroticism and openness to experience
Source: created by author

From the model summary $R^2=.755$ (Table 33), it can be concluded that the coefficient of determination is very good (>0.20) and the constructed second linear regression model can be regarded as suitable.

Table 33. Personality traits and variable Work performance fit indicators of the model

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869[a]	.755	.721	.23972

a. Dependent Variable: Work performance
b. Predictors: (Constant), Extraversion, agreeableness, conscientiousness, neuroticism and openness to experience
Source: created by author

Table 34 shows the significance of each of the personality traits. Based on the results of this analysis, it can be estimated that extraversion (t=2.913, p<0.05) and conscientiousness (t=3.375, p=<0.05) are statistically significant personal characteristics that positively affect the employee's work results. Neuroticism has a negative effect on the employee's work results (t= -1.884), but this element is not statistically significant, as the significance indicator is p=.068 (p>0.05). The significance of agreeableness (t=.407, p=.687) and openness to experience (t=1.733, p=.092) is also not statistically significant. The summary of the coefficients shows that extraversion (t=2.913, p=.006) and conscientiousness (t=3.375, p=.002) are statistically significant elements, and the correlation coefficient visible in the summary of the model shows that the relationship between personality characteristics and the employee's work result is significant (r=.869).

Table 34. Personality traits and coefficients of the variable Work performance regression model

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
Model		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.059	.537		3.836	.000			
		B	Std. Error	Beta			Zero-order	Partial	Part
	Extraversion	.201	.069	.305	2.913	.006	.695	.437	.240
	Agreeableness	.040	.098	.047	.407	.687	.573	.068	.034
	Conscientiousness	.290	.086	.415	3.375	.002	.761	.490	.278
	Neuroticism	-.132	.070	-.190	-1.884	.068	-.582	-.300	-.155
	Openness to experience	.159	.092	.165	1.733	.092	.541	.277	.143

a. Dependent Variable: Work performance
Source: created by author

Seven of the eight hypotheses were confirmed after analyzing the research findings with the SPSS computer package. However, all hypotheses could be claimed to be confirmed, because the literature analysis suggested that neurotism negatively affects the employee's work performance, but the linear regression analysis did not show this. The results demonstrate that when external elements such as work environment (t=-.802, p=.424), job satisfaction (t=5.711, p=.000), and leadership style (t=-.610, p=.543) are evaluated, only job satisfaction validates as having a positive effect on work performance. However, when the external influences are considered as a whole, their influence on the employee's job results is statistically significant (r=.567). As a result, it is not appropriate to isolate individual components of external factors while developing a theoretical model of factors influencing employee results. When judging job achievements, personal characteristics like extraversion (t=2.913, p=.006), agreeableness (t=.407, p=.687), conscientiousness (t=3.375, p=.002), neuroticism (t=-1.884, p=.068), and openness to experience (t=1.733, p=.092) do not all have an impact. Only the extraversion and conscientiousness parts of personality characteristics have a positive impact on an employee's performance at work, according to a multiple regression analysis. However, similar to external factors, their influence on the employee's job results is statistically very significant (r=.869) when taken as a whole. As a result, while creating a theoretical model of elements influencing the employee's results, the components of individual features are not separated.

The final theoretical model of the factors influencing work performance was developed based on the accumulated results.
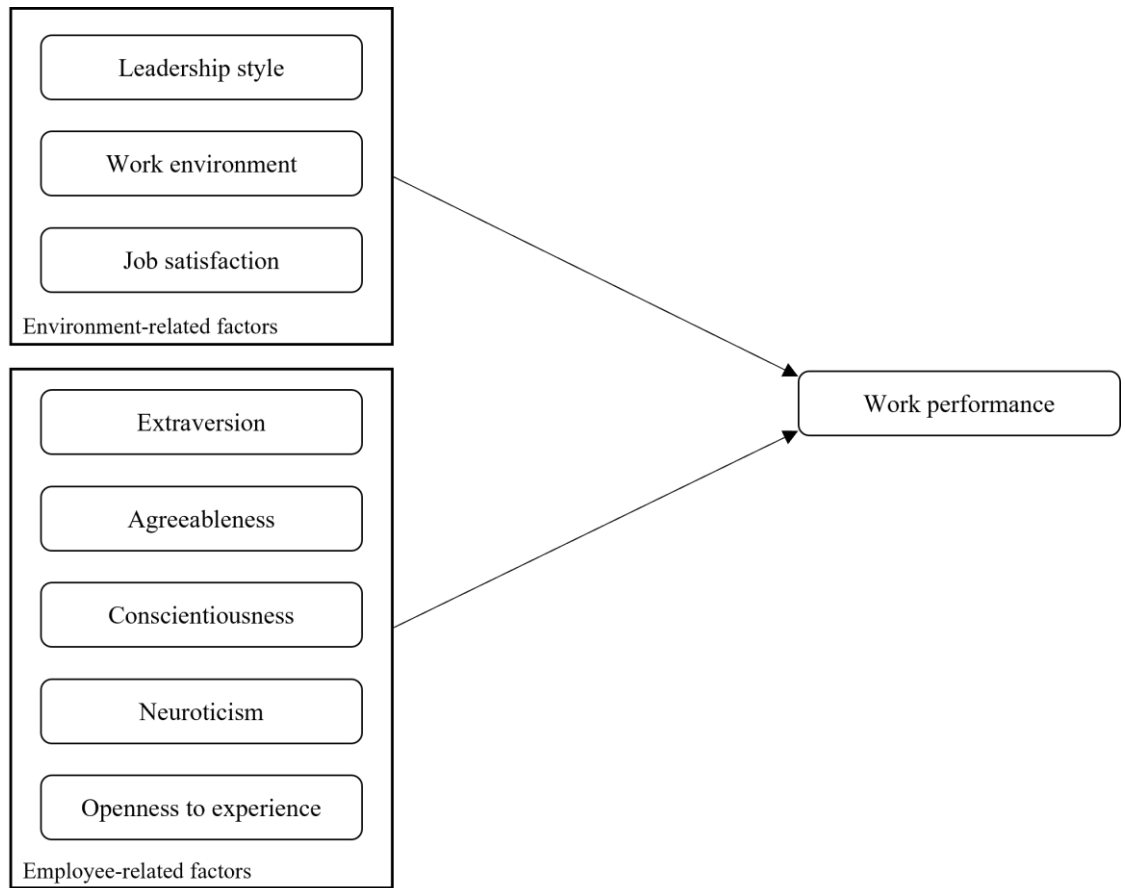
Figure 5. theoretical model of the factors influencing work performance
Source*:* created by author

CONCLUSIONS AND SUGGESTIONS

The following key elements were determined following the examination of the empirical investigation and the scientific literature:

1) After reviewing the scientific literature, it was discovered that the authors essentially separate five major personality features that are connected to job performance, which are referred to as the big five personality traits. Neuroticism (the propensity to feel bad feelings including anger, anxiety, self-consciousness, irritability, emotional instability, and sadness), extroversion (the state or tendency to be preoccupied with and satisfied by things outside of oneself), openness to experience (a sense of wonder, openness, and acceptance of new experiences), conscientiousness (a characteristic frequently connected with awareness), agreeableness (a personality trait that refers to the capacity of a person to put the needs of others before their own).

2) Three environmental elements influencing employee work results have been identified: leadership style, work environment, and job satisfaction. Regardless of leadership style, employee effectiveness is dependent on trust in leadership. There is a strong correlation between employee activities that boost performance, such a desire to remain with a firm for the long run, and trust. Employee attitude toward their work is referred to as job satisfaction. A satisfied employee is more committed to meeting deadlines, working efficiently, without mistakes or omissions, being loyal and devoted to their work, being less unreliable, coming up with fresh ideas, and being willing to take on additional responsibility. Work environment refers to everything that surrounds employees and has the potential to influence how they do their duties. To properly and efficiently implement tasks, you'll need a work environment that can support the items you're putting in place.

3) Following a thorough review of the literature, it was discovered that different authors separate distinct aspects that influence employee job results in the organization. The literature research led to the creation of a matrix of variables affecting employee outcomes. A literary model of elements impacting work results was built based on the matrix data. It is divided into two sections: environmental variables with three components and employee related factors with five components.

4) Eight hypotheses were proposed based on the model of scientific literature analysis; their primary point is that both elements connected to the employee (except for neuroticism) and factors related to the environment have a favorable effect on the

employee's work results. The empirical investigation confirmed seven hypotheses, however, it was not confirmed that neuroticism has a negative effect on the employee's work results. Yet, a linear empirical study revealed that neuroticism has an effect. When environmental influences and internal employee aspects affecting work results were explored using multiple regression analysis, it was discovered that only job satisfaction (environment-related), extraversion and conscientiousness (employee-related) have a considerable influence. However, when these components were evaluated as a whole, the results revealed that both environmental (r=.567) and employee-related (r=.869) factors are statistically significant. As a result, they should be assessed as a whole, with no single factor being singled out.

5) A conceptual model of the elements influencing employee results is developed based on a review of the scientific literature and the findings of empirical research. The proposed model is made up of a set of internal elements that influence an employee's work results, such as neuroticism, extraversion, openness to experience, conscientiousness, and agreeableness. The model also includes a section on environmental factors influencing work results, such as work environment, job satisfaction, and leadership styles. These two blocks are directly related to the employee's work performance.

6) The proposed conceptual model of factors influencing employee performance can be used to determine the significance of these aspects. Employee involvement and achievement of work results allows firms to realize their goals, which can help them remain competitive in the market. According to the results, it is recommended that:

   – Each employee should be evaluated individually because each person has unique personal attributes that influence work output differently;

   – Invest in the psychological and physical aspects of the workplace, as the latter encompasses all that is related to the worker. And, if the employee is not distracted by outside factors, he will be able to choose the best time for his task, which will improve work performance;

   – Workers that are happy in their positions perform better, produce more for the organization, and stick around longer. Overall performance should increase as a result of this;

   – There is no ideal leadership style; each is efficient in its own way, but it must be suitable for a particular person and circumstance.

Future research might concentrate on the impacts of each external environmental component on the employee's personal qualities and their total impact on the employee's performance because this study examined the effects of internal employee attributes and environmental factors on job performance. External influences are likely to have different effects on work performance for an individual with different dominating personal qualities. Secondly, in order to achieve more accurate research results, it would be preferable to receive responses from at least 400 correspondents, which should be based on the formula required for the sample study.

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APPENDIXES

Appendix 1. Questionnaire for the pilot study

1. Gender (Lytis)

- o Male (Vyras)
- o Female (Moteris)
- o Other (Kita)

2. Age (Amžius)

- o 18 – 24
- o 25 – 34
- o 35 – 44
- o 45 – 54
- o 55 – 64
- o 65+

3. Education (Išsilavinimas)

- o Basic education (Pagrindinis išsilavinimas)
- o Secondary education (Vidurinis išsilavinimas)
- o Higher non-university education (Aukštasis neuniversitetinis išsilavinimas)
- o Higher university education (Aukštasis universitetinis išsilavinimas)

4. Position (Pareigybė)

- o Top level executives (Aukščiausio lygmens vadovai)
- o Middle managers (Vidurinio lygmens vadovai)
- o Experts, specialists (Ekspertai, specialistai)
- o Qualified employee (Kvalifikuoti darbuotojai)

5. I am someone who... (Manau, kad esu...)

	Disagree strongly (Visiškai nesutinku)	Disagree a little (Nesutinku)	Neither agree nor disagree (Nei sutinku, nei nesutinku)	Agree a little (Iš dalies sutinku)	Agree strongly (Visiškai sutinku)
Is talkative (Kalbus(-i))					
Tends to find fault with others (Linkęs(-usi) ieškoti kitų kaltės)					
Does a thorough job (Kruopštus(-i)					

Is depressed, blue (Prislėgtas(-a), liūdnas(-a))					
Is original, comes up with new ideas (Originalus(-i), turintis(-i) naujų idėjų)					
Is reserved (Santūrus(-i))					
Is helpful and unselfish with others (Paslaugus(-i) ir nesavanaudiškas(-a))					
Can be somewhat careless (Kartais kiek nerūpestingas(-a))					
Is relaxed, handles stress well (Atsipalaidavęs(-usi), lengvai susitvarkantis(-i) su stresu)					
Is curious about many different things (Besidomintis(-i) daugeliu įvairiausių dalykų)					
Is full of energy (Pilnas(-a) energijos)					
Starts quarrels with others (Žmogus, kuris pradeda ginčus su kitais)					
Is a reliable worker (Patikimas(-a) darbuotojas(-a))					
Can be tense (Kartais galiu būti įsitempęs(-usi))					
Is ingenious, a deep thinker (Išradingas(-a), giliai mąstantis(-i))					
Generates a lot of enthusiasm (Entuziastingas(-a))					

Has a forgiving nature (Atlaidus(-i))					
Tends to be disorganized (Dažnai netvarkingas(-a))					
Worries a lot (Daug nerimaujantis(-i))					
Has an active imagination (Turintis(-i) turtingą vaizduotę)					
Tends to be quiet (Linkęs(-usi) būti tylus(-i))					
Is generally trusting (Paprastai pasitikintis(-i) žmonėmis)					
Tends to be lazy (Linkęs(-usi) į tinginystę)					
Is emotionally stable, not easily upset (Emociškai stabilus(-i), nelengvai nuliūdinamas(-a))					
Is inventive (Kūrybingas(-a))					
Has an assertive personality (Ryžtingas(-a))					
Can be cold and aloof (Šaltas(-a) ir abejingas(-a))					
Perseveres until the task is finished (Atkakliai siekiantis(-i) užbaigti pradėtą darbą)					
Can be moody (Nuotaikos žmogus, mano nuotaikos gali greitai keistis)					
Values artistic, aesthetic experiences (Vertinantis(-i) meninius,					

estetinius išgyvenimus)					
Is sometimes shy, inhibited (Kartais drovus(-i) ir suvaržytas(-a))					
Is considerate and kind to almost everyone (Atidus(-i) ir malonus(-i) beveik visiems)					
Does things efficiently (Efektyvus dirbdamas savo darbus)					
Remains calm in tense situations (Įtemptose situacijose išlieku ramus(-i))					
Prefers work that is routine (Teikiu pirmenybę pagal nusistovėjusią tvarką atliekamam darbui)					
Is outgoing, sociable (Draugiškas(-a) ir mėgstantis(-i) bendrauti)					
Is sometimes rude to others (Kartais grubiai kalbu su kitais)					
Makes plans and follows through with them (Kuriu planus ir juos įvykdau)					
Gets nervous easily (Lengvai susinervinantis(-i))					
Likes to reflect, play with ideas (Mėgstu galvoti, žaisti idėjomis)					
Has few artistic interests (Turiu keletą meninių pomėgių)					

Likes to cooperate with others (Mėgstu bendradarbiauti su kitais)					
Is easily distracted (Mano dėmesys lengvai nukrypsta į šalį)					
Is sophisticated in art, music, or literature (Turiu subtilų meninį, muzikinį ir literatūrinį skonį)					

6. I think that... (Manau, kad...)

	Disagree strongly (Visiškai nesutinku)	Disagree a little (Nesutinku)	Neither agree nor disagree (Nei sutinku, nei nesutinku)	Agree a little (Iš dalies sutinku)	Agree strongly (Visiškai sutinku)
I managed to plan my work so that it was done on time (Aš sugebu suplanuoti savo darbą taip, kad jis būtų atliktas laiku)					
I worked towards the end result of my work (Dirbu siekdamas galutinio rezultato)					
I kept in mind the results that I had to achieve in my work (Aš galvoju apie rezultatus, kuriuos turiu pasiekti savo darbe)					
I was able to perform my work well with minimal time and effort (Aš sugebu gerai atlikti savo darbą greitai, naudojant mažai pastangų)					
I was able to meet my appointments (Aš galiu susitvarkyti su savo užduotimis)					
I was able to fulfill my responsibilities (Aš galiu atlikti savo pareigas)					

Collaboration with others went well (Bendradarbiavimas su kitais vyksta sklandžiai)					
Others understood me well, when I told them something (Kiti mane gerai supranta, kai aš jiems kažką pasakau)					
I understood others well, when they told me something (Aš gerai suprantu kitus, kai jie man kažką pasako)					
Communication with others led to the desired result (Bendravimas su kitais padeda pasiekti norimo rezultato)					
I came up with creative ideas at work (Darbe sugalvoju kūrybingų idėjų)					
I took the initiative when there was a problem to be solved (Aš imuosi iniciatyvos, kai reikia išspręsti problemą)					
I took the initiative when something had to be organized (Aš imuosi iniciatyvos, kai reikia kažką organizuoti)					
I started new tasks myself, when my old ones were finished (Aš pats pradedu naujas užduotis, kai senos užduotys yra baigtos)					
I asked for help when needed (Aš prašau pagalbos, kai reikia)					
I was open to criticism of my work (Esu atviras kritikai dėl savo darbo)					
I tried to learn from the feedback I got from others on my work (Bandau mokytis iš grįžtamojo ryšio, kurį gaunu iš kitų apie savo darbą)					

I took on challenging work tasks, when available (Aš imuosi sudėtingų darbo užduočių, kai tik yra galimybė)					
I think customers/clients/patients were satisfied with my work (Manau, kad klientai yra patenkinti mano darbu)					
I took into account the wishes of the customer/client/patient in my work (Savo darbe atsižvelgiau į kliento pageidavimus)					

Appendix 2. Questionnaire for the research

1. Gender (Lytis)

   o Male (Vyras)

   o Female (Moteris)

   o Other (Kita)

2. Age (Amžius)

   o 18 – 24

   o 25 – 34

   o 35 – 44

   o 45 – 54

   o 55 – 64

   o 65+

3. Education (Išsilavinimas)

   o Basic education (Pagrindinis išsilavinimas)

   o Secondary education (Vidurinis išsilavinimas)

   o Higher non-university education (Aukštasis neuniversitetinis išsilavinimas)

   o Higher university education (Aukštasis universitetinis išsilavinimas)

4. Position (Pareigybė)

   o Top level executives (Aukščiausio lygmens vadovai)

   o Middle managers (Vidurinio lygmens vadovai)

   o Experts, specialists (Ekspertai, specialistai)

   o Qualified employee (Kvalifikuoti darbuotojai)

5. I am someone who... (Manau, kad esu...)

	Disagree strongly (Visiškai nesutinku)	Disagree a little (Nesutinku)	Neither agree nor disagree (Nei sutinku, nei nesutinku)	Agree a little (Iš dalies sutinku)	Agree strongly (Visiškai sutinku)
Is reserved (Santūrus(-i))					
Is generally trusting (Paprastai linkęs pasitikėti žmonėmis)					
Tends to be lazy (Linkęs(-usi) į tinginystę)					
Is relaxed, handles stress well (Atsipalaidavęs(-usi), lengvai susitvarkantis(-i) su stresu)					
Has few artistic interests (Turiu keletą meninių pomėgių)					

Is outgoing, sociable (Draugiškas(-a) ir mėgstantis(-i) bendrauti)					
Tends to find fault with others (Linkęs (-i) ieškoti kaltų kituose)					
Does a thorough job (Atlieku darbą kruopščiai)					
Gets nervous easily (Lengvai susinervinantis(-i))					
Has an active imagination (Turintis(-i) turtingą vaizduotę)					

6. I think that... (Manau, kad...)

	Disagree strongly (Visiškai nesutinku)	Disagree a little (Nesutinku)	Neither agree nor disagree (Nei sutinku, nei nesutinku)	Agree a little (Iš dalies sutinku)	Agree strongly (Visiškai sutinku)
I managed to plan my work so that it was done on time (Aš sugebu suplanuoti savo darbą taip, kad jis būtų atliktas laiku)					
I worked towards the end result of my work (Dirbu siekdamas galutinio rezultato)					
I kept in mind the results that I had to achieve in my work (Aš galvoju apie rezultatus, kuriuos turiu pasiekti savo darbe)					
I was able to perform my work well with minimal time and effort (Aš sugebu gerai atlikti savo darbą greitai, naudojant mažai pastangų)					
I was able to meet my appointments (Aš galiu susitvarkyti su savo užduotimis)					
I was able to fulfill my responsibilities (Aš galiu atlikti savo pareigas)					
Collaboration with others went well (Bendradarbiavimas su kitais vyksta sklandžiai)					
Others understood me well, when I told them something (Kiti mane gerai supranta, kai aš jiems kažką pasakau)					
I understood others well, when they told me something (Aš gerai suprantu kitus, kai jie man kažką pasako)					

Communication with others led to the desired result (Bendravimas su kitais padeda pasiekti norimo rezultato)					
I came up with creative ideas at work (Darbe sugalvoju kūrybingų idėjų)					
I took the initiative when there was a problem to be solved (Aš imuosi iniciatyvos, kai reikia išspręsti problemą)					
I took the initiative when something had to be organized (Aš imuosi iniciatyvos, kai reikia kažką organizuoti)					
I started new tasks myself, when my old ones were finished (Aš pats pradedu naujas užduotis, kai senos užduotys yra baigtos)					
I asked for help when needed (Aš prašau pagalbos, kai reikia)					
I was open to criticism of my work (Esu atviras kritikai dėl savo darbo)					
I tried to learn from the feedback I got from others on my work (Bandau mokytis iš grįžtamojo ryšio, kurį gaunu iš kitų apie savo darbą)					
I took on challenging work tasks, when available (Aš imuosi sudėtingų darbo užduočių, kai tik yra galimybė)					
I think customers/clients/patients were satisfied with my work (Manau, kad klientai yra patenkinti mano darbu)					
I took into account the wishes of the customer/client/patient in my work (Savo darbe atsižvelgiau į kliento pageidavimus)					

7. I think that... (Manau, kad...)

	Disagree strongly (Visiškai nesutinku)	Disagree a little (Nesutinku)	Neither agree nor disagree (Nei sutinku, nei nesutinku)	Agree a little (Iš dalies sutinku)	Agree strongly (Visiškai sutinku)
My furniture is flexible to adjust, rearrange or reorganize my workspace (Mano baldai yra pritaikomi, todėl galiu pertvarkyti savo darbo vietą)					

My furniture is comfortable enough so that I can work without getting tired during long hours (Mano baldai yra pakankamai patogūs, kad galėčiau dirbti nepavargdamas ilgomis valandomis)					
I have adequate and comfortable in my office (Mano darbo vieta yra jauki ir tinkama man)					
My work environment is quiet (Mano darbo aplinka rami)					
I am able to have quiet and understand time alone (Galiu dirbti tyliai ir nieko netrukdomas)					
My workspace has many noise distractions (Mano darbo aplinkoje yra daug triukšmo ir blaškančių dalykų)					
My workplace is dusty and not cleared properly (Mano darbo vieta yra dulkėta ir netinkamai išvalyta)					
Sweeper also cleans the office during office hours without disturbing any work of employee (Biuras yra tvarkomas darbo valandomis, netrukdant darbuotojų darbui)					
My workspace is provided with efficient lighting (Mano darbo vietoje yra efektyvus apšvietimas)					
Do you control over the lighting on your desk (i.e adjustable desk light on desk)? (Ar valdote savo stalo apšvietimą (t. y. reguliuojamą stalo lemputę ant stalo))					
Ample amount of Natural light comes into my office (Į mano biurą patenka daug natūralios šviesos)					
Number of windows in my work area complete my fresh air and light need (Langų skaičius mano darbo zonoje patenkina mano gryno oro ir šviesos poreikį)					
My office branch is open enough to see my colleagues working (Mano darbo vieta yra pakankamai atvira, kad galėčiau matyti dirbančius kolegas)					
My work area is sufficiently equipped for my typical needs (Mano darbo aplinka yra gerai įrengta pagal mano tipinius reikalavimus)					

I am satisfied with the amount of space for storage and displaying important materials (Esu patenkintas tuo, kad yra daug vietos svarbiausiems daiktams laikyti)					
My workspace serves multi-purpose functions for informal and instant meetings (Mano darbo vieta pritaikyta neformaliems ir greitiems susitikimams)					

8. In my opinion (Mano nuomone)

	Disagree strongly (Visiškai nesutinku)	Disagree a little (Nesutinku)	Neither agree nor disagree (Nei sutinku, nei nesutinku)	Agree a little (Iš dalies sutinku)	Agree strongly (Visiškai sutinku)
I know what is expected of me at work (Žinau, ko iš manęs tikimasi darbe)					
I have the materials and equipment I need to do my work right (Turiu medžiagų ir įrangos, kurių man reikia, kad galėčiau tinkamai atlikti savo darbą)					
At work I have the opportunity to do what I do best every day (Darbe turiu galimybę kiekvieną dieną daryti tai, ką darau geriausiai)					
In the last seven days I have received recognition or praise for doing good work (Per pastarąsias septynias dienas sulaukiau pripažinimo ar pagyrų už gerą darbą)					
My Head or someone at work seems to care about me as a person (Mano vadovas ar kas nors darbe domisi manimi kaip asmeniu)					
There is someone at work who encourages my development (Darbe yra kažkas, kas skatina mano tobulėjimą)					
At work my opinions seem to count (Darbe mano nuomonės yra svarbi)					
The mission or purpose of my institutions makes me feel my job is important (Mano darbas man yra prasmingas dėl mano organizacijos misijos ar tikslo)					

My associates or fellow employees are committed to doing quality work (Mano kolegos stengiasi atlikti kokybišką darbą)					
I have a best friend at work (Darbe turiu geriausią draugą)					
In the last six months someone at work has talked to me about my progress (Per pastaruosius šešis mėnesius kažkas darbe kalbėjo su manimi apie mano pažangą)					
Last year I have had opportunities at work to learn and grow (Praėjusiais metais turėjau galimybių darbe mokytis ir augti)					

9. My manager (Mano vadovas)

	Disagree strongly (Visiškai nesutinku)	Disagree a little (Nesutinku)	Neither agree nor disagree (Nei sutinku, nei nesutinku)	Agree a little (Iš dalies sutinku)	Agree strongly (Visiškai sutinku)
Has no strong relation with his subordinates (Neturi tvirtų ryšių su savo pavaldiniais)					
Is committed to deadlines (Yra įsipareigojęs laikytis terminų)					
Asking for commitments via orders and formal rules (Prašo įsipareigoti įsakymais ir oficialiomis taisyklėmis)					
Think that work is more important than human relationship (Mano, kad darbas yra svarbesnis už žmonių santykius)					
Tells us the standards to carry out work (Nurodo standartus, kaip atlikti darbus)					
Works out agreements with us (Sudaro susitarimus su manimi)					
Monitors my performance and keeps tracks of my mistakes (Stebi mano darbo našumą ir seka mano klaidas)					
Takes actions before problems are chronic (Imasi veiksmų, kol problemos nėtampa kasdieninėmis)					
Showing flexibility in dealing with others (Lankstus bendraujant su kitais)					

Using subordinate's opinion to solve work problems (Pasitelkia darbuotojų nuomone sprendžiant darbines problemas)					
Raises confidence among the subordinates (Didina darbuotojų pasitikėjimą)					
Working to satisfy the psychological needs of the subordinates (Siekiant patenkinti psichologinius darbuotojų poreikius)					
Help his subordinates to develop work ability (Padeda savo darbuotojams ugdyti darbo sugebėjimus)					
Allow his subordinates to think and initiate (Leidžia savo darbuotojams imtis iniciatyvos)					
Give feedbacks to his subordinates in work performance (Suteikite grįžtamąjį ryšį savo pavaldiniams darbo atlikime)					
Stimulate his subordinates for distinguishing performance level (Suteikia grįžtamąjį ryšį savo darbuotojams apie darbo rezultatus)					