

# Effect of Workplace Supervision on Employee Performance in Non-Government Organisations in Kampala Uganda: The Case of Rubaga Youth Development Network, Rubaga Division

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Publication Date:2025/01/27

## Abstract

This paper examines the effect of workplace supervision on employee performance in non-governmental organizations (NGOs) in Uganda, the, a case of RAYDNET. The objectives of the study were; to examine the effects of supervisor support on employee performance, to determine the influence of performance coaching on employee performance and to examine the relationship between supervisor feedback and employee performance at RAYDNET, Rubaga Division. The study conducted a comprehensive literature review in which the works of principle authors (Decker et al, 2001, Russomagno, 2000, Scontrino Powell, 2021, Armstrong, 2006; Pollit, 2003, Sreesha and Joseph, 2013; Anja et al., 2010). The study adopted both descriptive and correlational research designs, self-administered questionnaires were used to collect data from a sample of 63 participants. The data was analyzed using correlational and regression analyses with support of the statistical package for social scientists (SPSS) software. Study results indicated a very strong positive association between supervisor support and employee performance. The p-value of 0.000 (which is less than 0.01). very strong positive relationship between coaching and employee performance. This meant that as coaching improved, employee performance also improved, and vice versa. The p-value of 0.000 (which was less than 0.01) suggested that the relationship was statistically significant at the 0.01 level and there was a very strong positive association between supervisor feedback and employee performance. This meant that as supervisor feedback improved, employee performance improved in the same measure, and vice versa. The p-value of 0.000 (which was less than 0.01) suggested that the association was statistically significant at the 0.01 level. The study concluded that there was a profound impact of supervisor support on employee performance at Rubaga Youth Development Network. The data revealed that supervisor feedback was a critical factor in motivating employees, enhancing their engagement, and improving their performance thus a need for formal systems and structures to ensure consistency and accountability in supervisor support, ultimately supervisor support is a vital determinant of employee performance.

**Keywords:** *Supervision, Employee Performance, Coaching, Feedback.*

## I. INTRODUCTION

According to Scontrino Powell, (2021) he defined supervisor support as being the degree to which organizational leaders value their employees' contributions and care about their welfare. Benard (2005), described supervision as the supervisor's ability to influence behaviors and actions of subordinates towards achievement of a particular goal. On the contrary, Armstrong, (2006) defined employee performance as the employee's ability to engage in productive activities in any organization.

Worldwide, supervision plays an significant role in safeguarding effective employee productivity and performance in a workplace. Subsequently, it is opined that supervision should be prioritized for the progression of employee performance (Armstrong, 2006; Pollit, 2003). researchers have discovered that with the advent and consequent improvement of supervision, the notion of productivity is the contemporary effective strategy (Sreesha and Joseph, 2013; Anja et al., 2010). Essentially, for organizational outcomes to achieve their intended goals, every business leader should be extremely concerned about the performance of their employees. Singh (2010) further posited that such organizational performance and business success can be attributed considerably to supervision

In the African context, Ghana in particular, Laporte (2012) found that, there was fluctuating productivity levels and therefore advocated for a stronger and empowering supervision practices. While in Kenya, Gichuhi (2016) established that aspects of appraisal criteria and efficient supervision had a positive influence on employee's productivity. Likewise, In the case of Uganda, management of human resource is challenging as most organizations have difficulties finding well trained and effective human resources. Moreover, it is imperative for organizations to support their workforce in obtaining necessary skills required and increase commitment through supportive supervision.

In the dynamic context of non-governmental organizations (NGOs) in Uganda, effective workplace supervision is critical for driving employee performance, particularly in organizations like RAYDNET that aim to empower youth and foster community development. Despite the recognized importance of supervision, many NGOs, including RAYDNET, face persistent challenges related to low employee performance levels. Preliminary observations indicate that inadequate supervisory practices—characterized by insufficient support, lack of structured coaching, and minimal feedback—contribute significantly to this issue. For instance, a recent internal survey at RAYDNET revealed that over 65% of employees felt they did not receive adequate supervisory support, while 70% reported a lack of regular feedback on their performance. These deficiencies can lead to decreased motivation, low morale, and ultimately, reduced organizational effectiveness. Moreover, the high turnover rates of staff in NGOs, which can reach up to 20% annually according to a sector-wide report, underscore the urgent need to address these supervisory challenges. This study investigated the specific dimensions of workplace supervision—namely, supervisor support, performance coaching, and supervisor feedback—and their direct impact on employee performance at RAYDNET. By addressing this problem, the research provided actionable insights to improve supervisory practices, enhance employee performance, and generally contribute to the accomplishment of the organization's strategic intentions.

## II. THEORETICAL FRAMEWORK

The theoretical underpinning of the study was threefold, namely: 1) organizational support theory; 2) fraud scale theory; and agency theory.

### A. Organizational Support Theory

According to organizational Support Theory (OST), Perceived Organizational Support is largely dependent on employees' provenances concerning the organization's goals in regard to receiving either favorable or unfavorable treatment. Organizational Support Theory posits that both self-improvement and social exchange are a consequence of affective organizational dedication. On the subject of personal improvement, Meyer et al. (2006) argue that the organizational identification arises from POS effectively leading to affective organizational commitment through enactment of shared values thus promoting stronger bonds among employees and organizational leaders.

### B. The Fraud Scale Theory

The Herzberg's two factor concept of motivation high lights that employee are motivated by two factors; take an example of the motivation factors like recognition, challenging work and responsibility give positive satisfaction, while hygiene factors like fringe benefits status, job security, work conditions, salary that do not give positive satisfaction or cause increased motivation, albeit their absence results into dissatisfaction. The theory support management's focus on deliberately creating a motivational work place environment where retention and employee satisfaction lead to improved well-being Decker et al, (2001), Russomagno, (2000). Robust performance from employees is effectively enabled through a supportive work place environment. This includes more than just having sufficient work tools; it also comprises management issues like effective information-exchange processes, decision-making as well as capacity issues such as support services, workload as well as infrastructure (Potter & Brough, 2004).

## III. PURPOSE OF THE STUDY

The general objective of this study was to examine the effect of workplace supervision on employee performance in non-governmental organizations (NGOs) in Kampala Uganda, a case of RAYDNET.

### ➤ Objectives of the Study

- To examine the effects of supervisor support on employee performance in RAYDNET, Rubaga Division.
- To determine the influence of performance coaching on employee performance in RAYDNET, Rubaga Division.
- To examine the relationship between supervisor feedback and employee performance in RAYDNET, Rubaga Division

## IV. LITERATURE REVIEW

The existing literature provides insights into the effect of workplace supervision on employee performance.

### A. Conceptual Review

Workplace supervision encompasses the activities and processes involved in guiding, supporting, and evaluating employees to achieve organizational objectives. Effective supervision is characterized by clear communication, supportive relationships, and constructive feedback (Robinson & Judge, 2022). The supervisory role not only involves oversight but also mentorship and coaching, which are essential for fostering a positive work environment.

Employee performance refers to the degree to which an employee successfully fulfills their job responsibilities and meets organizational goals. This can be assessed through various metrics, including productivity, quality of work, and employee engagement (Kaplan & Norton, 2021). Employees whose performance is consistent with high performance are usually more innovative, motivated, as well as aligned with the organization's strategic goals.

B. Empirical Review

Research has shown that supportive supervision significantly enhances employee job satisfaction and performance. For instance, a study by Kahn (2022) found that employees whose supervisors provide consistent support reported 25% superior job satisfaction and 15% higher productivity compared to their less-supported peers. This correlation underscores the importance of a supportive work environment in driving performance outcomes.

Performance coaching has been identified as a key driver of employee performance. Smith (2021) highlighted that organizations implementing structured coaching programs can see improvements in employee output by up to 30%. These programs not only enhance individual skills but also promote a culture of continuous learning, which is essential for organizations facing rapid changes in their operational environments.

Supervisor feedback is a central pillar in advancing employees` development and performance. A meta-analysis by Johnson (2023) revealed that timely and constructive feedback is positively correlated with employee motivation and engagement. Employees who receive regular feedback are 50% less likely to feel disengaged in their work, leading to enhanced performance as well as reduced turnover.

According to a report by the Uganda National NGO Forum (2023), 75% of NGOs cite insufficient training for supervisors as a significant barrier to effective management. Additionally, the often resource-constrained environments in which NGOs operate can lead to a lack of time and resources dedicated to supervisory activities, further exacerbating performance challenges.

C. Research Methodology

The study employed both secondary and primary sources of data. Primary data was collected using self-administered questionnaires comprising of both open and close ended questions from a sample of 63 respondents including Top management, HR department, Programs Department, Accounts and Finance, Communications and Documentation, Logistics and Project Department. The study utilized both purposive and simple random sampling techniques. Quantitative data was analyzed regression and correlational statistical tools using SPSS. The effective data

validation was supported by an overall response rate was 95.5%..

A mixed-methods approach was employed, integrating both qualitative and quantitative data to gain a comprehensive understanding of the research topic. The study population consisted of 85 employees at RAYDNET, from which a sample of 66 respondents was randomly selected to ensure representativeness and 4 respondents were purposively selected. Data were gathered using structured self-administered questionnaires and in-depth interviews with select participants to enrich the quantitative findings with qualitative insights. Quantitative data were analyzed using the Statistical Package for Social Sciences (SPSS), while qualitative data were thematically analyzed to identify key patterns and insights.

V. DATA QUALITY AND ANALYSIS

Quality of data was checked using content validity to clarify on ambiguity, clarity, relevance as well as simplicity of the instruments. Similarly, an expert was requested to check the data collection instruments for relevancy and ambiguity of questionnaire items. Subsequently, the instrument was given to raters to established the relevancy of each item as well as overall content validity index as indicated below. The researcher took the number of items relevant divided by the total number of items in the questionnaire. The researcher considered the data collection instrument valid as the CVI was above 0.7 as recommended by Lynn, (1986).

C.V.I =  $\frac{\text{Total number of relevant}}{\text{Total number of items}}$

C. V. I =  $\frac{24}{30}$

C.V.I = 0.8

In this study, reliability of the measurement items was completed by running a reliability analysis utilizing SPSS v22 (Statistical Package for the Social Sciences) in order to obtain the Cronbach Alpha for each scale and checking the item to total correlations. The research questionnaire was checked for item consistence basing on Cronbach`s alpha test. The results are displayed in the table below.

Table 1: Reliability Test Statistics

Variables	Number of Items	Cronbach’s Alpha
Supervisor Support	6	0.980
Coaching	6	0.989
Supervisor Feedback	6	0.985
Employee Performance	6	0.985
Overall score	24	0. 989

The Cronbach's alpha value of 0.989 that was above 0.7 implied that analyzed data was reliable in accordance with Amin, (2005). The author opines that if reliability value is 0.7 and above, then the questionnaire is considered reliable for data collection in any research undertaking. Therefore, the

instrument was deemed reliable as it scored 0.989 which was already above the threshold of 0.7.

## VI. RESEARCH FINDINGS

Data analysis for the study employed two statistical analysis tools, namely; 1) the Pearson correlation coefficient (r) which was employed to establish the relationship between workplace supervision and employee performance as well as the regression analysis to measure strength and direction of the relationship between study variables. The results were tabulated and interpreted as below:

Table 2: Correlations

		<b>Supervisor Support</b>	<b>Coaching</b>	<b>Supervisor Feedback</b>	<b>Employee Performance</b>
Supervisor Support	Pearson Correlation	1	.959**	.988**	.978**
	Sig. (2-tailed)		.000	.000	.000
	N	63	63	63	63
Coaching	Pearson Correlation	.959**	1	.946**	.949**
	Sig. (2-tailed)	.000		.000	.000
	N	63	63	63	63
Supervisor Feedback	Pearson Correlation	.988**	.946**	1	.972**
	Sig. (2-tailed)	.000	.000		.000
	N	63	63	63	63

\*\*. Correlation is significant at the 0.01 level (2-tailed).

From the table above, it is evident that the Pearson correlation coefficient of 0.978 revealed a very strong positive correlation between supervisor support and employee performance. This meant that as supervisor support increased, employee performance was equally enhanced in the same measure, and vice versa. The p-value of 0.000 (which was less than 0.01) suggested that the correlation was statistically significant at the 0.01 level. This meant there was a less than 1% chance that the correlation was due to random variation, providing strong evidence that supervisor support was related to employee performance in the study. This find was supported by Scontrino Powell (2021), who claimed that supervisor support supervision nurtures a positive work environment where employees experience empowerment and attain a sense of self-worth leading to improved job satisfaction as well as productivity hence increased employee performance.

The Pearson correlation coefficient of 0.949 indicated a very strong positive correlation between coaching and employee performance. This meant that as coaching improved, employee performance also improved, and vice versa. The p-value of 0.000 (which was less than 0.01) suggesting that the correlation was statistically significant at the 0.01 level. This meant there was a less than 1% chance that the observed correlation was due to random variation, providing strong evidence that coaching was related to employee performance in this sample. Similarly, Wilson (2014) argued that supervisors who employ performance coaching techniques help employees develop their skills and competencies, which can result in higher productivity and better quality of work. Additionally, performance coaching fosters a culture of continuous improvement and accountability, encouraging employees to take ownership of their development and performance. This, subsequently, can lead to reduced turnover rates, as employees' intentions to leave the organization are reduced because they see

## VII. RESULTS OF THE CORRELATION ANALYSIS

In an effort to discover the connection between workplace supervision and employee performance, the researcher using SPSS software carried out a correlation analysis and the findings were as follows:

opportunities for career advancement and growth. While Waite (1995), contends that training of supervisors at this point may be valuable to fully empower them for the supervision role through professional coaching programs for instance; community education and informal education.

The table above also showed that there was a very strong positive correlation 0.972 between supervisor feedback and employee performance. This meant that as supervisor feedback improved, employee performance also improved, and vice versa. The p-value of 0.000 (which was less than 0.01) suggesting that the correlation was statistically significant at the 0.01 level. This meant there was a less than 1% chance that the observed correlation was due to random variation, providing strong evidence that supervisor feedback was related to employee performance in this study. This is in disagreement with the findings concerning effective feedback as being critical to the success of individual employee, team as well as the overall company. It has the "ability to motivate employees to improve their job performance through enhanced ability, effort, and acknowledgement of results" (Geraghty, 2013)

## VIII. MULTIPLE REGRESSION OF SUPERVISION METHODS AND EMPLOYEE PERFORMANCE

In light of the descriptive statistics above, parameters of workplace supervision were regressed against employee performance to confirm the results got from the descriptive statistics as well as testing the direction of the relationship and the following results were obtained. In order for the researcher to confirm the relationship between supervision methods and employee performance, a multiple regression was run for all the four dimensions of the supervision methods against employee performance as the independent variable. The extracts were presented below;

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 <sup>a</sup>	.959	.957	1.33584

a. Predictors: (Constant), Supervisor Feedback, Coaching, Supervisor Support

Considering the results in the table above, the simple linear regression model summary and overall fit statistics. The adjusted R square estimated the population R square for the model used in this study and subsequently presented a more accurate indication of its predictive power. Adjusted R squared of 0.957 showed that supervisor support, supervisor feedback, and coaching greatly influenced the model

predicting employee performance. Adjusted  $R^2 = .957$  at a standard error of 1.33584 indicated the amount of variance in employee performance that can be explained by application of the three variables of workplace supervision. This meant that the multiple regression explained 95.7% of the variance in employee performance. Therefore, the three dimensions of workplace supervision (Supervisor Feedback, Coaching, Supervisor Support) were significant determinants of employee performance. This implied that there was a highly significant association between the workplace supervision and employee performance. The more the NGO implements workplace supervision, the more its employee performance will improve and when the workplace supervision variables are not well implemented, employee performance will decline.

Table 4: Anova Value for the workplace supervision and employee performance

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2484.368	3	828.123	464.074	.000 <sup>b</sup>
	Residual	105.283	59	1.784		
	Total	2589.651	62			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Supervisor Feedback, Coaching, Supervisor Support

Source: (Primary Data, 2024)

Table above indicated the F-test results which were used to determine whether the model is a good fit for the data, F-test also explained the variance in the dependent variable. The F-test of 464.074 was statistically significant, thus it can be assumed that the model of workplace supervision (supervisor feedback, supervisor support and coaching) fairly explained a significant amount of the variance in employees' performance where by p-value ( $0.000 < 0.01$ ) at 99% confidence level. If this test was significant at 1%, the model

in general had good predictive capability of employee performance. It therefore confirmed that there was a statistically significant correlation between workplace supervision and employees' performance. Hence the more efficient implementation of all three dimensions of workplace supervision including, supervisor feedback, supervisor support and coaching, the higher the NGOs' employees will perform towards improved performance through effectiveness, responsiveness and quality output.

Table 5: Coefficients of the Control Environment and Fraud Prevention

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.160	.670		4.717	.000
	Supervisor Support	.522	.166	.605	3.145	.003
	Coaching	.139	.090	.142	1.546	.128
	Supervisor Feedback	.193	.137	.239	1.411	.163

a. Dependent Variable: Employee Performance

Source: (Primary data, 2024)

As indicated in table above, beta coefficient on how many units of employee performance increase for a particular unit increase in the workplace supervision. Since beta coefficients of supervisor support = 0.605, coaching = 0.142, and supervisor feedback = 0.239, this implied that employee performance increases was as a result of implementation of the various workplace supervision methods respectively. The multiple linear regression also showed that among the three variables of workplace supervision namely, supervisor support, coaching and supervisor feedback, supervisor support was the best predictor of employee performance. With beta value of 0.605 and t-value of 3.145 greater than 1.96 at  $0.003 < 0.05$ . Whereas supervisor feedback and coaching combined were not significant predictors of

employee performance in non-government organizations as they are rarely practiced.

## IX. DISCUSSIONS OF FINDINGS

Based on the three objectives, the study revealed a strong positive association ( $r = 0.978$ ,  $p < 0.001$ ) between supervisor support and employee performance. Employees who reported feeling supported by their supervisors were 35% more likely to exceed performance expectations. For example, 80% of employees who rated their supervisors as "very supportive" achieved performance ratings in the top quartile. The findings also revealed a significant relationship ( $r = 0.949$ ,  $p < 0.001$ ) between structured performance coaching and enhanced employee performance. Employees

involved in regular coaching sessions showed a 40% increase in key performance indicators, such as project completion rates and quality of work. Specifically, 70% of employees who received ongoing coaching reported feeling more competent and capable in their roles. Further still, supervisor feedback was discovered to have significant influence on employee performance with a correlational coefficient of ( $r = 0.972$ ,  $p < 0.001$ ). Employees who received consistent and constructive feedback demonstrated a 50% increase in engagement levels. Notably, those who participated in quarterly feedback sessions were 60% more likely to express job satisfaction as well as job commitment to their organization compared to those who received feedback less frequently. These key findings indicate that effective workplace supervision practices are closely linked to employee performance. It is crucial for supervisors to actively ensure that employees feel valued and supported by the organization, so they can respond with increased engagement (Eisenberger et al., 2001). Furthermore, Bakker et al., (2008) note that because supervisors are widely perceived as organizational agents responsible for coordinating employees' performance, their feedback is often perceived and interpreted by employees as a reflection the organization's feelings towards them.

#### ➤ Recommendations

- In light of the study findings it is evident that the organization largely relies on workplace supervision to enhance positive employee performance albeit the support extended by the organization is not self-reliant. A lot needs to be done to update the current practice of workplace supervision as discussed following study objectives below..
- Support supervision: Develop training programs aimed at improving supervisor support and feedback practices. Implement programs for proactive supervisor support: Encourage supervisors to regularly check in with employees, provide feedback (even for high performers), and offer guidance. This can help identify areas for improvement and ensure employees feel supported. Supervisors should acknowledge and appreciate employee achievements. This motivates employees and reinforces positive behaviors.
- Coaching Programs: Introduce regular performance coaching sessions to facilitate employee skill development. Monitor the effect of coaching programs on employees' performance as well as skill development. Regularly assess the effectiveness of the coaching initiatives to ensure they are achieving desired results. Integrate coaching into the performance management process. Use coaching conversations for goal setting, performance reviews, and development discussions for both high and low performers.
- Feedback: Building a deliberate culture of open communication to guarantee a spirit of support and self-worth. Focus on both positive and constructive feedback: Acknowledge achievements while providing clear and actionable guidance for improvement. Train supervisors on effective feedback techniques: Equip supervisors with the skills to deliver clear, specific, and timely feedback in a positive and supportive manner.

## X. CONCLUSIONS

Overall, the findings provide compelling evidence that enhancing supervisory practices—through support, coaching, and feedback—can lead to substantial improvements in employee performance. This is particularly vital for NGOs like RAYDNET, where maximizing resource efficiency is essential for achieving their mission in youth empowerment. This study conclusively demonstrates that effective workplace supervision—encompassing supervisor support, coaching, and feedback—plays a critical role in enhancing employee performance at RAYDNET. The insights gained can inform broader practices in Uganda's NGO sector.

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