EMPLOYEE COMPETENCE ON SUSTAINABLE EFFICIENCY IN THE CONTEXT OF THE UNITED ARAB EMIRATES.

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Abstract
Increasing competition and changing nature of business creates a need to stress on sustainable efficiency. The newly incorporated conditions have strenuous impact on work culture of organization which has proceeded towards being more demanding. The demanding work environment calls for enhanced skill, experience and commitment to frame positive direction to achieve sustainable efficiency. The presented approach refers to the measurement of competence to observe the effect on sustainable efficiency from the perspective of leaders working in UAE organizations. The study was descriptive in nature and used a structured questionnaire. The study found out that, skill, employee experience and employee commitment are important components for the attainment of sustainable efficiency in an organization. The study recommends that further more studies be done on the same but in the context of other countries.

Key words; Employee Competence, Knowledge, Skills, Experience, Employee Commitment Sustainable Efficiency

INTRODUCTION

Sustainable efficiency as a continued business excellence measure may be a parameter of competition, this may be an outcome of the direct effect of employee's competence. Every organization aims to enhance efficiency which can be achieved if the employees achieve the tasks without wasting time, effort and resources (Smith-Jentsch, Mathieu, & Kraiger, 2005). Sustainable Organizational efficiency can be achieved by using fewer resources, less time and less money to achieve the set goal. So, organizational efficiency is measurable and can be calculated on the basis of economic utility to an organization. A continuous effort to enhance the efficiency of the organization gives sustainable development to the organization. Sustainable growth in the efficiency is a product of employee capability and skills which contributes to the competence level of the workforce. Employee Competence may be defined as the knowledge, experience, commitment, skills, capabilities and abilities required by employees to carry out their work. The changing nature of business with the indulgence of strategic Information system and digitalization has increased the demand for high competence level of employees (Victoria, Alexey, & Tatiana, 2019). The challenges faced by organizations is to increase efficiency and capability by keeping pace with the changing market demands. Sustainable efficiency can be achieved by an organization through adopting and implementing new technologies. Technology alone would not guarantee overall success but right employee competence will not only help in meeting customer's demands but also being proactive in the volatile market. This scenario will make it possible for the organization to achieve a competitive edge through sustainable efficiency. Patro (2020), established that, even though employee compentence may be subject to other factors like their welfare, their levels of efficiency will largely depend on the how well the different elements of their competence are integrated.

This paper focuses on understanding the relationship between the independent variable which is the worker competence, broken into Skills, experience and employee commitment and the dependent variable which is sustainable efficiency. The dependent variable is calculated by the ratio of overall output over overall input which is then expressed in percentage form.

RESEARCH PROBLEM.

Limited literature exists on the relationship between employee competence and sustainable efficiency. A lot of literature related to employee and workforce efficiency (Lazlo & Zhexembayeva (2017); De Prins, Stuer, and Gielens (2018); Jao, Spowart, and Taylor (2019) is in existence. Therefore due to the sparsity of this knowledge, the study sought to establish whether there is any relationship between employee competence and sustainable efficiency. Employee competence entailed three factors which were; employee skill, experience and commitment. Sustainable efficiency was taken to mean the continuous productive capacity of an employee. Patro (2020) defines efficiency as ultimate productivity of an employee which may be extended over period of time.The research sought to know the extent to which employee competent affects or influences sustainable efficiency in the long run. Lucia-Palaciosa, Pérez-Lópeza, and Polo-Redondoa (2020) established the importance of employees' competences (task and interaction) to efficiency while not underscoring their situational context. A positive relationship exists between employee efficiency and experience (Shahreki (2019); USA Patent No. US20200020438A1 (2020), which in this case is a part of competence. The research further brought out the extent of how different elelments of employee competence affects sustainable efficiency.The problem which has been the paucity of knowledge on the relationship between various elelements of employee competence and sustainable efficiency, has been solved since the study brought out the actual dimensions of the relationships.

LITERATURE REVIEW
Employee Competence

Competence has been defined as the ability to perform and conduct a job or a task on the basis of skills, knowledge and work attitude demanded by the job (Wibowo, Kurniawati, & Handziko (2019); Saban, Basalamah, Gani, & Rahman (2020). Various case studies have depicted the relationship between high level competence and low costs in training, low staff turnover and high productivity which in turn increases efficiency (Homer, 2001). Emphasis on high levels of competency supersedes any other approaches towards attainment of sustainable efficiency, as it focuses on behavior of worker in terms of the worker does rather than what he or she should do. It also focuses on the Pareto

principle (80/20 rule), and leads to necessary activities which result to the success of an organization. High levels of competence leads to high levels of efficiency which may be made sustainable (Somjai & Jermsittiparsert, 2019) (Lišková & Tomšík, 2013) (Schmidt, Spieth, Haubach, & Kühne, 2019). Thus, employee competence can be said to be the capacity of employees to work at a desired level in the organization by utilizing the learned skills, knowledge and capability in the different domains of workplace and marking success of own efficiency (Butkēviča, Čakāne, Dudareva, & Namsone, 2019). In this regard, competence as an organizational requirement from employees play a great role towards sustainable efficiency. Another way of looking at competencies can be by dividing the competencies into its major components which also made the base of this research paper. (Palaniappan, 2007) (Saragih, Sanusi, & Manan, 2017) have broken down employee competence into its major components These competencies are:

a. Knowledge an individual requires to fulfill the responsibilities of the job task,
b. Skills that is the effort of an individual to achieve the quality in the assigned task,
c. Attitudes and values which frame the personal characteristic of a person to have the dedication and mindset to accomplish the task in accurate manner.

Sustainable Efficiency

A lot of research has been done on the term efficiency, focusing the attention on economic efficiency of an organization. Among these studies are (Gaveau, Moreau, & Schulman, 2010) (Boudreau, Chen, & Huber, 2008) (Bocken, Short, Rana, & Evans, 2014) (Tolkampa, Huijbena, Mourikb, Verbonga, & Bouwknegtc, 2018) These researches address the issue of reducing the cost and increasing the output to enhance the efficiency of the organization. The economist Vilfredo Pareto majorly contributed his thoughts towards economic efficiency through resource distribution (Borza, 2014). There was a dearth in information to bring the two terms sustainability and efficiency closer where-in the relation is very obvious. As efficiency is expressed by the terms capital productivity, work productivity, return rate, profit rate etc., which are the indications of economic efficiency (Mardiros, October, 2011). Amory and Hunter along with Ernst Ulrich von Weizsacker in 1997, presented the economic theory with strong arguments on doubling resource productivity by bringing the resource consumption to half. This is supposed lead to economic growth and account for sustainable development (Borza, 2014). The argument supports the fact that increase in resource productivity will increase efficiency. This Therefore means that sustainable efficiency will be realized through ensuring that there is continuity of output increment as a ratio of utilized resources.

In the research, Borza (2014) and (Dyllick & Muff, 2015) present the relationship between sustainability and efficiency and propose that the two should can be realized simultaneously if an organization operationalizes its internal environment appropriately . Further, the role of leadership model has been highlighted to increase sustainable efficiency among teleworkers in comparison to traditional work system (Bajzikova, Sajgalikova, Wojcak, & Polakova, 2013).

Skills and Sustainable Efficiency.

Employee Competence is depicted by demonstrating the skills to the required level in either manufacturing or service sector organization. Demonstrating the skills to the required standards in the specific context and also the ability to transfer the skills in a different context enhances the capability of the employees and in turn increases the efficiency of the organization. Work competency can be achieved by employees practicing the knowledge, self-concept and superior skills at workplace (Bocken, Short, Rana, & Evans, 2014). Hence, skill is person's ability to perform the allocated task (Palan, 2007). Knowledge of employee skills and matching it with job role is necessary to increasing

efficiency of employee and moving toward sustainable efficiency. (De Prins, Stuer, & Gielens, 2018) that, to be productive and efficient in the respective professions, it is required that employees possess particular skills which helps them to utilize the knowledge for the growth of organization. Youth Engagement for Agenda 2030 highlights the importance of equipping young people with appropriate skills to foster economic growth and sustainable development (United Nations, 2019)

Experience and Sustainable Efficiency.

Employee experience is a new trend and is being adopted by many people centric organizations which focus on Organizational citizenship behavior (OCB). Employee experience is categorized in the same way as customer experience, into three categories namely, Emotional, accessible and functional (Temkin, 2014). The functional experience of employee relates them to system and processes of work which gives them ease of engagement and task accomplishment speed. The accessible experience gives access to culture which develops an understanding of how the work is done. The accumulated number of years working in a certain field and gaining exposure helps the employee to understand the culture of the organization. Understanding the nature of the work and working in the team culture makes an individual gain the experience of the working pattern of the team and organization. Experience enhances the knowledge of an individual and makes the person skilled and a trained professional which increases the performance and efficiency of an individual (Bajzikova, Sajgalikova, Wojcak, & Polakova, 2013). Emotional employee experience deals with the feeling of employee about the organization, colleagues and the leaders. Emotional experience is not about an instance but it is an overall experience which forms an impression of the workplace on an individual's mind and is the crucial of all the three domains (Lucia-Palaciosa, Pérez-Lópeza, & Polo-Redondoa, 2020). If the emotional experience is positive, it leads to the increase in productivity and efficiency of employees and vice versa. The present article focuses on the three domains of experience in relation to sustainable efficiency as there is limited research done in this context.

Employee Commitment and Sustainable Efficiency.

It is observed from other researches that employee commitment is related to the worker's attachment for organizations in which they are employed (Lišková & Tomšík (2013; Bocken, Short, Rana, & Evans (2014); Palaniappan (2007); Jao, Spowart, & Taylor (2019). Employee commitment relays the nature of employee being loyal to or dubious for their organization (Bratton & Gold, 2017). Jaros (2007) citing Meyer and Allen (1997), discussed an approach of employee commitment and mentioned three multidimensional components. These are; affectiveness, continuance and normative commitment. These are the parameters adopted in this research. The study brings forth the connection between employee and workforce commitment and Sustainable efficiency. Employees commitment ensures a psychological attachment of employee to the organization, therefore an individual employee's, commitment is related to their positive relation to the work place. The employer expects total employee commitment which is directly related to less turnover and increased productivity which enhances the efficiency (Cho, Han, & Lee, 2016). For sustainable efficiency therefore, employee commitment is an important component and should be part of the job description.

RESEARCH METHODOLOGY.

Under research methodology, research design is an important component which laid down the framework of how the research process was carried out. Sawsan (2018) argued that the research design should be dependent on the enquiry and the data set. This is in agreement with Saunders & Bill (2018). Descriptive research design was adopted for this study. Creswell (2013) says that descriptive design is the most appropriate when assessing the views and approaches and attitudes of a population. The sample

for the study was 150 practicing managers in different industries within the UAE. These had been chosen through snowballing technique. With a large sample large (n>=30), it is postulated that, the mean of is distributed in a normal way, therefore z test for a can be computed. The sample was large in this context.

The study collected data by use of a structured questionnaire. For validity testing, the researcher's used Cronbach's alpha and the score was 0.79. This clearly indicated that the instrument was highly reliable. A structure questionnaire was opted upon since it consisted of a set of standardized questions which were standardized, with a fixed scheme, specifying exact wording and an order of the questions. This is as per Remenyi (2019). The questionaire used a 5 point likert scale.

The study's ideological framework was based on the inter-relationship found in the identified predictor and regressand variables. The independent variables of the study were worker competence which was broken down into; Skills, experience and employee commitment, and the dependent variable was sustainable efficiency. The dependent variable was measured by labour productivity equation (total output/total input). This resulted to the following model/conceptual framework, which in addition led to the creation of the hypotheses.

The research had the following hypotheses.

H1.   Employee Skills and Sustainable Efficiency do not have any direct relationship.

H2.   No significant relationship exists between Experience and Sustainable Efficiency.

H3.   Employee commitment and Sustainable Efficiency significantly do not have any relationship.

H4.   Employee Competence (the combination of Skills, Experience and Employee Commitment) does not significantly affects Efficiency levels.

These hypotheses led to the formation of a research concept. This concept helped derive an analysis model, which is presented in the following manner;

$$Y = \beta 0 + \beta 1 X1 + \beta 2 X2 + \beta 3 X3 + e$$

Where; Y =   Sustainable efficiency
$\beta 0$ =   Constant
X1 =   Skills
X2 =   Experience
X3 =   Employee Commitment
e =   Standard Error

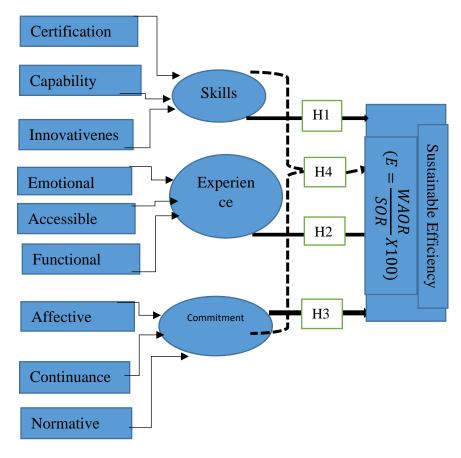The model led to the development of the following conceptual framework.

Figure 1: Conceptual Framework of Strategic Employee/Worker Competence on Efficiency (Katuse & Gaur, 2020)

RESULTS AND DISCUSSIONS.

Table 1 indicates the demographic findings of the study. From a cross tabulation of age, gender and nationality, majority of the observations (55.15 %) are in the age group of 29-39 years old. Male Emiratis were the majority at 59 percent followed by Emirati females at 58.73 percent. It is worth noting that from the age of

50 and above, there was no female respondents, no Emirati male, and the total percentage of the observations of the male group was only 3.68 percent which largely in consistency with (Fadillah, et al.) in their study on industrial relations where they affirmed that the official age or retirement for Emiratis is at 49 years of age . This

is further corroborated by the government statutes (Government, 2020)

Table 1: Demographics

Age groups	Gender						
	Female		Female Total	Male		Male Total	Grand Total
Nationality	Emiratis	Non Emiratis		Emiratis	Non Emiratis		
18-28	20.63%	23.08%	21.05%	18.92%	17.39%	18.33%	19.85%
29-39	58.73%	53.85%	57.89%	59.46%	39.13%	51.67%	55.15%
40-49	20.63%	23.08%	21.05%	21.62%	21.74%	21.67%	21.32%
50<	0.00%	0.00%	0.00%	0.00%	21.74%	8.33%	3.68%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

The study as per table 2, established that majority of the respondents were at the operational level at 63.24 percent, however manufacturing industry had the highest number of respondents at the top level and middle level at 5.13 and 38.46 percent simultaneously.

Table 2 Responsibility Levels Vs Industry

Responsibility Level				
Industry	Middle Level	Operational Level	Top Level	Grand Total
Manufacturing	38.46%	56.41%	5.13%	100.00%
Service	30.93%	65.98%	3.09%	100.00%
Grand Total	33.09%	63.24%	3.68%	100.00%

Table 3 shows that majority of the respondents were in the service sector, majority of whom were females at 72.4 percent. Manufacturing sector had the males as the highest at 30 percent and though this may be an indicator that manufacturing is still male dominated, it is in agreement with (Kargwell, 2012), however at 27.63 percent, the difference may be closing soon.

Table 3. Gender Vs Industry

Count of Gender	Industry		
Gender	Manufacturing	Service	Grand Total
Female	27.63%	72.37%	100.00%
Male	30.00%	70.00%	100.00%
Grand Total	28.68%	71.32%	100.00%

Table 4 shows a cross tabulation of the respondent's levels of responsibility and their experience in years. At 60 percent, majority of the top level management had an experience of between 5 to 15 years. The same applied to the middle level management scoring 48.89 percent, whereas at the operational level majority at 38.37 percent had their experiences at between 1-5 years. None of the respondents had an experience of more than 15 years other than a 4.44 percent of the middle level management and none of the top level management had an experience of less than a year, giving a suggestion that top management may not be an entry level responsibility. This is in line with Robertson-Randall (2020).

Table 4. Responsibility Level Vs Experience

Count of Experience (No Years)	Column Labels					
Row Labels	>1	1=5	5=10	10=15	<15	Grand Total
Middle Level	6.67%	26.67%	48.89%	13.33%	4.44%	100.00%
Operational Level	11.63%	38.37%	25.58%	24.42%	0.00%	100.00%
Top Level	0.00%	40.00%	60.00%	0.00%	0.00%	100.00%
Grand Total	9.56%	34.56%	34.56%	19.85%	1.47%	100.00%

It is worth noting that respondents with an overall experience of 1-5 years and those with 10-15 years were both at 34.56 percent. Table 5 indicates the outcome of the regression analysis model and it shows an r squared score of 0.67, this indicates that the estimated equation of regression (Y =β0 + β1X1 + β2X2 + β3X3 + e) fitted the data to some extent, since the coefficient of determination is closer to 1

Table 6. Regression Analysis
The first hypothesis was, '*There is no direct relationship between Skills and Sustainable Efficiency*', which was represented by the model;

$$Y1 \neq \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + e$$

Where; Y1 =   Skills
            β0 =   Constant

X1 =   Certification
X2 =   Innovativeness
X3 =   Physical Capability
e =   Standard Error

When the model was fitted, it was as follows;

Skills = 0.028 + 0.289 Certification +0.365 Innovativeness + 0.331 Physical Capability

This indicated that an increment of 29 percent of certification, increment of 36 percent of physical capability and 33 percent increment of innovativeness will affect skills positively when all other factors are kept constant. Table 5 further explains this.

Table 5. Skills on Sustainable Efficiency

SUMMARY OUTPUT								
Regression Statistics								
Multiple R	0.827530125							
R Square	0.684806107							
Adjusted R Square	0.67764261							
Standard Error	0.4051926							
Observations	136							
ANOVA								
	df	SS	MS	F	Significance F			
Regression	3	47.08545521	15.69515174	95.59661341	6.16715E-33			
Residual	132	21.67189773	0.164181043					
Total	135	68.75735294						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.028613058	0.213505058	0.13401583	0.893594171	-0.39372105	0.450947165	-0.39372105	0.450947165
Certification	0.289543359	0.045218906	6.403148236	2.45678E-09	0.200095893	0.378990825	0.200095893	0.378990825
Capabilty	0.365873155	0.052665691	6.947087329	1.53717E-10	0.261695212	0.470051097	0.261695212	0.470051097
Innovative	0.331894241	0.049425245	6.71507529	5.07651E-10	0.234126221	0.429662261	0.234126221	0.429662261

From the findings above it is clearly evident that the factors under skill, which were certification, physical capability and innovativeness were highly correlated at multiple r of 0.83. Adjusted r squared indicates that the model accounts for 67.76 percent of the total variability. The f statistic of 6.16715E-33 shows that a significant difference exists. This means that since the $p \leq 0.05$, the null hypothesis is rejected.

For the second hypothesis, which was stated as, '*No significant relationship exists between Experience and Sustainable Efficiency*', It was found out that the r squared was at 0.44, and this indicated that there was a 44 percent of variance of the dependent variable (Experience) which could be explained by the independent variables (Affective, Continuance and Normative). The model below explains the relationship of the variables.

$$Y2 \neq \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + e$$
Where; Y2 =   Experience
        β0 =   Constant

X1 =   Affective
X2 =   Continuance
X3 =   Normative
e =   Standard Error

The application of the model led to the following;
Experience = 0.22+0.470 Affective + 0.412 Continuance + 0.065 Normative

This clearly established that, any variation on experience is explained by an increment of 47 percent of effectiveness, 41 percent increment of continuance and an increment of 6.5 percent normativity. The f statistic for the model was 1.60119E-16 which shows that a significant difference in the means exists. This means that since the p value is less than or equal to 0.05, the null hypothesis is not accepted. Therefore, there is a significant relationship between experience and sustainable efficiency. This is further elaborated on table 6 as follows;

Table 6. Experience and Sustainable Efficiency

SUMMARY OUTPUT								
Regression Statistics								
Multiple R	0.662825636							
R Square	0.439337824							
Adjusted R Square	0.426595502							
Standard Error	0.753099105							
Observations	136							
ANOVA								
	df	SS	MS	F	Significance F			
Regression	3	58.66452121	19.5548404	34.47863096	1.60119E-16			
Residual	132	74.86489056	0.567158262					
Total	135	133.5294118						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.22483785	0.403377878	0.557387656	0.578206563	-0.573083463	1.022759164	-0.573083463	1.022759164
Affective	0.470488426	0.108485315	4.336885834	2.84615E-05	0.25589375	0.685083102	0.25589375	0.685083102
Continuance	0.4123511	0.124550276	3.310720087	0.001200245	0.165978344	0.658723856	0.165978344	0.658723856
Normative	0.065020587	0.077746259	0.836317884	0.404487502	-0.088769198	0.218810372	-0.088769198	0.218810372

The third hypothesis, *'insignificant relationship between Employee Commitment and Sustainable Efficiency'*. Findings indicated a very high correlation factor of multiple r of 0.77 meaning, a very strong positive relationship between the variables. R squared was 0.59 which indicates that 59%of the variation in the dependent variable (Employee Commitment) Further to this, the f statistic was 1.53118R-25 which is lower that p value of 0.05 and therefore leading to non-acceptance of the null hypothesis. The application of the model led to the following;

$$Y3 \neq \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + e$$

Where; Y3 =   Employee Commitment
$\beta0$ =   Constant
X1 =   Accessible
X2 =   Functional

X3 =   Emotional
e =   Standard Error

The application of the model led to the following outcome;
Experience = 0.23+0.271 Accessible +0.223 Functional +0.517 Emotional

The findings of the models showed that, any variation on employee experience is explained by an increment of 27 percent of accessibility, 22 percent increment of functionality and an increment of 52 percent emotion. The f statistic for the model was 1.53118E-25. This is an indicator there exists a significant difference. This therefore means that, since the $p \leq 0.05$, the null hypothesis is not accepted. Therefore, there is a significant relationship between employee commitment and sustainable efficiency. This is further elaborated in table 7.

Table 7. Employee Commitment and Employee Commitment.

SUMMARY OUTPUT								
Regression Statistics								
Multiple R	0.76915119							
R Square	0.591593554							
Adjusted R Square	0.582311589							
Standard Error	0.642758453							
Observations	136							
ANOVA								
	df	*SS*	*MS*	*F*	*Significance F*			
Regression	3	78.99513922	26.33171307	63.73581169	1.53118E-25			
Residual	132	54.53427255	0.413138428					
Total	135	133.5294118						
	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	-0.228821511	0.279933423	-0.817414044	0.41516481	-0.782557491	0.324914469	-0.782557491	0.324914469
Accessible	0.271671573	0.058327552	4.657688587	7.70211E-06	0.15629391	0.387049236	0.15629391	0.387049236
functional	0.223175465	0.059806274	3.731639662	0.000281614	0.104872743	0.341478186	0.104872743	0.341478186
Emotional	0.516838263	0.078564295	6.578538823	1.01668E-09	0.361430322	0.672246203	0.361430322	0.672246203

Hypothesis 4 was a combination of the three main dependent variables, which were Skills, Experience and Employee Commitment. The findings indicated that though the adjusted r squared was very high at 0.69, the f statistic was at 4.87085E-34. This also led to the rejection of the hypothesis, that *'Employee Competence (the combination of Skills, Experience and Employee Commitment) does not significantly affects Efficiency levels'*. The model for the alternative hypothesis was expressed in the following manner;

$$Y \neq \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + e$$

Where; Y =   Sustainable efficiency
$\beta0$ =   Constant
X1 =   Skills
X2 =   Experience
X3 =   Employee Commitment
e =   Standard Error

This hypothesis therefore went to prove that employee competence significantly effects efficiency levels of employees. When the model is applied, the specific effect of each variable when the dependent variable is constant is as follows;

Sustainable Efficiency = -1.5+ 0.405 Skills + 0.241 Experience + 0.751 Employee Commitment.

The above findings indicate that, any variation on sustainable efficiency is explained by an increment of 41 percent of skills, 24 percent increment of experience and an increment of 75 percent employee commitment. Since the f statistic for the model is 4.87085E-34, which is less that a p value of 0.05, the is an indication is that there is a significant difference. Therefore, the relationship between employee competence and sustainable efficiency is significant. This is further elaborated on table 8.

Table 8. Employee Competence on Sustainable Efficiency.

SUMMARY OUTPUT								
Regression Statistics								
Multiple R	0.834708356							
R Square	0.696738039							
Adjusted R Square	0.689845722							
Standard Error	0.553873353							
Observations	136							
ANOVA								
	df	*SS*	*MS*	*F*	*Significance F*			
Regression	3	93.0350205	31.0116735	101.0890835	4.87085E-34			
Residual	132	40.49439127	0.306775691					
Total	135	133.5294118						
	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	-1.595220562	0.325280649	-4.904136065	2.71016E-06	-2.238657837	-0.951783287	-2.238657837	-0.951783287
Skills	0.405165537	0.099713461	4.063298311	8.25767E-05	0.207922455	0.602408618	0.207922455	0.602408618
Experience	0.240793963	0.08805868	2.734471647	0.007106489	0.066605191	0.414982736	0.066605191	0.414982736
Commitment	0.751527821	0.070671481	10.6341032	1.8542E-19	0.611732646	0.891322995	0.611732646	0.891322995

STUDY CONCLUSIONS AND RECOMMENDATIONS.

From the findings of the study, the researchers conclude that, for any positive variation to sustainable efficiency, employee commitment is the most important factor, since the study established that, it accounts for 75 percent increment, experience only counts for 24 percent but the necessity of skills cannot be overlooked at 41 percent. For the organization to get the best out of any skill, then reliance on innovation and workers capability should be emphasized at 37 and 33 percent consecutively, though certification at 29 percent is also important. For the realization of appropriate experience, more should be committed to effectiveness (an employee's loyalty levels and attachment, identification and level of participation in the organization) at 47 percent and continuance (employee's knowledge of switching costs to another organization) at 41 percent, normative (an employee's degree of obligation to the organization) is a distant 6 percent.

For employee commitment to be realized the emotional component (extent of worker interaction with others) of the employee account for 52 percent, which is twice as much as function-ability (degree of goal realization) and accessibility (difficulty or ease of goal achievement) at 22 and 27 percent consecutively. Further research should be conducted in other countries to ascertain whether findings will concur and to what extent.

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