

**Research Article**

# **The impact of 360° performance appraisals on employees' performance: The case of the Lebanese sector**

Sarfraz Hussain<sup>1</sup>, Zahid Hussain<sup>2\*</sup>, Muhammad Irfan Sheeraz<sup>3</sup>,  
Muhammad Sarfraz<sup>4</sup>

<sup>1,2,3,4</sup>Azman Hashim International Business School, Universiti Teknologi Malaysia (UTM), Malaysia

<sup>1</sup>Govt. Graduate College, Liaqat Road Sahiwal, Pakistan

<sup>2</sup>Natinoal Textile University Faisalabad, Pakistan

<sup>3</sup>Higher Education Commission Pakistan

\*Corresponding Author email: [Zahid\\_kaloon@yahoo.com](mailto:Zahid_kaloon@yahoo.com)

Submitted: 27 August 2021

Revised: 05 November 2021

Accepted: 11 November 2021

## **ABSTRACT**

Today, it is critical for businesses to consider employee satisfaction at work and methods for increasing company performance. The primary issue of the research is whether performance assessments are performed and administered properly in Lebanon. If so, what performance criteria are utilized to assess employee's performance. The purpose of this research is to examine the relationship between performance appraisals and job satisfaction in the banking sector. Additionally, this research analyses the problems associated with excessive employee turnover in the banking industry. Additionally, the research will assess the relevance and value of the human resources department in the banking sector with regards to employee competency retention. Additionally, the Human Resources Department is critical in implementing the banking sector's employee retention strategy.

**Keywords:** *Motivation; Compensation Benefits; Employees Performance; Talent Management; Organizational Performance*

## **1. INTRODUCTION**

Performance appraisals are seen as a review of employee performance over a certain period to improve the company's performance and foster a positive work environment. Thus, performance assessments are used to assess the quality of employee output. According to William, the main goal of performance evaluations is to analyses employee performance to develop a career plan for all employees at all levels, which includes training and coaching to help them better their job and achieve their objectives. Employees' shortcomings are highlighted via performance evaluations, and as a result of this training, their performance is improved and employee retention is guaranteed. Performance evaluations started in the early twentieth century, with many studies such as (Murphy, 2020). Performance assessments are conducted to keep employees motivated and employed by the business. It was seen as a slow-moving tool for lowering employee sales.

It started in the United States and quickly spread across the world. The performance management approach was utilized to determine employees' hourly wages.

## **1.1. THE STUDY'S SIGNIFICANCE**

In the case of the company, action should be taken to address employee dissatisfaction on the job. Working unhappiness is a result of the accumulation of many workplace problems. Although the performance evaluation model has produced many significant achievements, especially with workers dedicated to cash rewards, this model has sadly failed to accomplish its goals effectively and effectively with employees seeking to grow and advance their careers. As a result, the study's primary objective is to create a performance assessment system for the banking industry that will decrease staff turnover and improve employee retention by effectively and efficiently fulfilling employees' needs on the job. As a result of the aforementioned problems, performance evaluations in the banking industry are necessary to retain potential employees and maximize output efficiently and effectively. Regrettably, performance assessment in the banking industry has little impact on employee satisfaction or attrition. To minimize employee turnover in the workplace, there must be a system for motivating, compensating, improving communication, and ultimately assessing staff performance and career development. This may be done by devising an effective technique for deploying performance evaluation systems in the workplace to encourage employees and boost their productivity.

## **1.2. JOB SATISFACTION CONCERNING JOB CHARACTERISTICS**

### **1.2.1. Two-Factor Theory**

In his two-factor theory, Frederick Herzberg (1959) emphasized the need of inspiring workers to achieve job satisfaction. This theory is composed of two critical components. The one offers rewards, while the second emphasizes hygiene. The first element is the presence of job motivators in the workplace, which maximizes employee satisfaction. Second, sanitary factors such as wages, safe working conditions, and so on are accessible to improve the working environment. Herzberg's approach stresses the need for motivation even in the presence of a good work environment. These two elements of cleanliness contribute to job satisfaction by eradicating dissatisfaction. According to Herzberg, the task is the starting point for motivation. As a result, institutional administrators must consider the kind of job desired by employees. To enable the employee to perform well, the business must give a guarantee from the outset. Thus, managers must consider both factors to foster the growth of work ideas and productivity but should disregard the fact that high levels of satisfaction decrease dissatisfaction. Thus, the Herzberg research demonstrates that when there are highly driving reasons, great performance results. When Herzberg developed the position, Richard Hackman and Greg Oldham worked on the idea of developing the job's characteristics. They recommended that five measures be used to assess the working environment. Additionally, the job may be structured in such a manner that the unwanted component is eliminated.

The following are five dimensions (Arnold et al 1998 p. 204):

- Variety of work: indicates the degree to which an individual has the talents, skills, and competencies necessary to do any task. To successfully do these duties, a diverse set of abilities is needed.
- Inquire about identity: it focuses on the professional criteria and specifications of a job.
- The importance of asking: it demonstrates the critical nature of employment for both employees and people outside the workplace.
- When an employee gets an evaluation of his or her work performance, this is referred to as feedback. This may be a result of your employment or your immediate supervisor (the result & confidence in the work he is performing).
- Three psychological elements arise from the work's five characteristics, as listed below:
- Work is critical to the employee's well-being and signifies a great deal.
- Typically, the result of his work performance is related to his job satisfaction.
- Employees should get feedback on their performance: this includes obtaining performance comments and the ability to analyse and appraise an employee's performance level.

This implies that professions may be identified by their variety of credentials, task identification, and positional importance. Nonetheless, seasoned responsibility is a product of both learning and assessment. According to Hackman and Oldham, the most astounding fact about the work is its importance. These three states may result in beneficial work results, especially for workers pursuing development. Several factors may include the following:

The following elements are relevant:

- Internal work motivation: indicates that the incentive comes from the job itself.
- Excellent performance: the work is done well, and the employee is satisfied. The quantity of quality is unjustifiable.
- Job satisfaction entails that an employee's working environment is comfortable and will most likely be maintained by his company.
- Absenteeism and turnover are low. Is it a good sign that management values employee satisfaction?

### **1.3. THE RESULT OF THE APPRAISAL**

Training, assessments, and work regulations are all part of the assessment system. As Williams (2018) states, the main focus of the study is on the relationship between the employee's performance and performance evaluations. Numerous studies have shown a reciprocal connection between stages of job satisfaction and employee evaluations. Dipboye and de Pontbriand (2018) demonstrate that employee ratings, such as pay hikes or incentives, are often required to determine employment choices. For an employee who believes that good ratings are critical, the presence of a direct correlation between employee categorization and satisfaction with performance evaluation is critical.

### 1.3.1. Fairness

The significant correlation between equal chances and rights at work and job satisfaction was explained (Cook & Crossman, 2014). As the word "justice" and "fairness" indicate (Greenberg, 2017). According to (Barnes, & Murphy, 1978), there are three distinct kinds of fairness that workers may understand about performance appraisal systems. The first kind is distributive justice, which is achieved by combining the results of the performance assessment system. The second element, Procedural Justice, focuses on the program's fairness in organizing the performance appraisal system and job satisfaction. The last kind of justice refers to the interpersonal justice with which management treats its workers on an equal footing. (1986, Chile).

The most important link between them was procedural justice. Institutions must provide a procedurally fair mechanism for evaluating employee performance since they make critical decisions that affect workers. This concept emphasizes that everyone has the right to equal recognition, a fair hearing, and verifiable proof. Folger (2018) and his colleagues proposed a novel concept to assist businesses in developing performance evaluation. Employees can interact with the success elements of the performance assessment system to explain: the performance evaluation system's influence, the objective beyond the level of performance, the process to be organized, the reasons for its performance, how it should be run, and obtaining the information they require from employees and providing it promptly. Fair hearing means that employees have the right to contest their evaluations after they are informed of their results. Additionally, it has the authority to impose urgent requirements if workers are dissatisfied with the assessment system's components. Finally, this sample necessitates the availability of evidence to evaluate the employee's performance. To preserve balance, a business must ensure that performance criteria are reviewed and organized and that workers doing comparable tasks adhere to the same standards.

## 1.4. JOB SATISFACTION AND JOB PERFORMANCE

Barber, Dunham, and Formisano, (1992) may affect job satisfaction in general, many employees try to imitate the methods and demeanours of other successful employees in the same company (Mlilo, 2020). According to Jex (2016), employees who execute a variety of tasks are more likely to get a good job performance rating. Work performance is another term for worker performance. The employee's behaviour on the job does not always serve as the basis for the task. The majority of research examined attitudes and productivity about job performance since their definition is more straightforward and personal traits are more objective (Mašková, & Kučera, 2021).

## 2. OBJECTIVE-BASED APPRAISALS AND ORGANIZATIONAL PERFORMANCE

Peter Drucker widely advocated the use of goal-based evaluation in the 1950s. Management of objectives is outcome-driven. It assesses employee performance by determining the degree to which the organization's stated goals are met (Zettinig, Aleem, Majdenic, & Berry, 2021). Typically, managers and subordinates agree on the goals. After

being formed, it is anticipated that employees act appropriately and acquire the necessary abilities to accomplish the goal (Dipboye, 2018). The approach is unusual in that it does not wait for an evaluation to determine a company's strengths or weaknesses, but rather watches its growth. This is a novel method. According to Drucker, this results in increased participation, commitment, and alignment with the organization's aims for all teams involved in attaining its objectives (D PULAKOS, 2021).

## 2.1. MANAGEMENT BY OBJECTIVES

MBO's primary goal is to provide an information management system capable of assessing actual performance and achievement against stated objectives. Jex (2016) develops management guiding principles via an objective method that equips a company with a process that includes top management, clear objectives, and an experienced management team capable of executing them. According to Jean, the goal is to complete five phases in the assessment technique's application. To begin, management establishes or revises the organization's broad objectives. The next step is the communication of goals to workers (Folger, 2018). In step 3, management is tasked with promoting employee participation to create goals that align with company goals. Monitoring progress is the fourth step. The objectives should be measurable and timely so that progress can be tracked. Finally, progress is measured in terms of the number of honest comments received. The main duty of management was to optimize economic returns on available resources. Peter Drucker, who himself was never a manager, worried this point.

By transferring accountability for performance to employees, dedication increases and management can focus on new ideas and innovation for company development (Williams, 2018). Additionally, he felt that managers had a critical role in guiding objectives. Such a strategy prevented management from being disoriented in the activity trap and losing sight of their initial goals. When goal management was recognized as a critical component of Hewlett-Packard's strategic management style, it was reinforced. Business policies required managers at all levels to develop goals and incorporate them into the firm's larger strategic plan. The planning process included the creation of policies to accomplish the stated objectives (Folger, 2018). Bill Packard, one of the company's two founders, lauded goal-specific management as the opposite of control management.

Because the process incorporates defined broad objectives, it allows workers to work flexibly to accomplish those goals in the way that is most appropriate for their specific areas of responsibility. The approach incorporates both managers and subordinates into the design process, which was traditionally handled solely by senior executives. Because it applies to all employees, it fosters a sense of commitment to achieving the stated goals. The organization needs the management team to monitor a variety of performance indicators to guarantee that the company's activities are managed to achieve the objectives. The primary aim of management is to allow managers of the organization to alter the operations of the business to ensure they are consistent with the enterprise's goals (Lee, Costello, & Lee, 2021).

## 2.2. CONCEPTS IN MANAGEMENT BY OBJECTIVES

Planning is the underlying concept of goal-oriented management, which allows employees to be proactive rather than reactive to managers' instructions. Individuals created measurable goals that aligned with the companies' objectives, in line with the management process. Superiors also monitor and manage the process to ensure that actions are coordinated throughout the company (Rasheed, 2015; Pertiwi, Pariyanti, & Dwiputri, 2021). Annually, goals are set and progress is monitored. The capacity to define and plan for attaining objectives is an obvious advantage of managing objectively. The design process fosters proactive behaviour and a methodical approach to achieving goals. Additionally, this programme allows the company to prepare for risks that may obstruct the achievement of its goals. Quantifiable goals enable evaluation and adaptation to change environmental circumstances (Rock, 2015). Additionally, the approach enables the organization to save resources while boosting employee morale via the use of comprehensive plans that involve even staff members in the planning process. Alková (2013) defines goal management as "the process of optimizing organizational performance via the simplification of subordinate objectives to serve corporate objectives." This method empowers employees to contribute significantly to the definition of their goals and timetables. Because the process incorporates continuous monitoring and feedback, it is feasible to continuously monitor and evaluate the organization's performance.

## 2.3. CRITICS OF MANAGEMENT BY OBJECTIVES

Although administration by objectives was popular as a management strategy, a confluence of problems rendered it ineffective. Department heads were forced to seek goals they did not necessarily believe were attainable and to place a quantitative and objective premium on quality (Salleh, 2013). Additionally, the performance assessment system-generated tension between supervisors and subordinates, necessitating the process's secrecy. Sarantakos (2012) said that although the objectives had been developed collaboratively, the performance evaluation method lacked the input of stakeholders. The assumption is that the management system is compatible with the objectives set by the staff and that, if not, the employees should adapt to the needs of the business. He asserts the need for reform of the performance management system. He said that workers are highly driven by activities that stretch and excite them to accomplish company goals.

Management by objectives must be changed to reduce friction and animosity between managers and subordinates, particularly since promotions and salary increases are determined by managers (Shafer 2005). The management team must include Fredrick Taylor's findings, which combine quality and work difficulties that motivate employees. Fredrick Taylor developed a scientific management philosophy that resulted in techniques for increasing the efficiency of labour processes. Rather than establishing goals and then assigning employee performance tasks, Taylor suggested that an organization's management team should identify the most efficient way of doing this job (Rasheed 2015). Rather than establishing goals, Taylor suggested that an organization's leadership team should decide the most efficient method to accomplish tasks. Taylor's concept aided in the

formation of management teams during a time of repressive government. The MBO technique has been enhanced and refined to be fairer and more reasonable, as well as to better predict and assess performance.

Additionally, the approach aims to provide employees with an opportunity to motivate themselves by allowing them to create their own goals. The approach is designed to ensure that superiors and subordinates have the same objectives when it comes to performance evaluations and goal attainment. However, the motivations of employees are still not completely considered. A motivational assessment should be considered to close the gap. Each objective management programmed should assess the practice of the idea that the workforce should be pushed and controlled and fosters a real connection with the business (alková, 2013). The management team works on these areas to ascertain employee motivation and optimize performance.

Group activities that are not compensated should also be evaluated in light of the particular assessments (Usmani et al., 2019; Sarantakos, 2012). This is why all managers have a responsibility to one another and their superiors. As a result, overall performance should take priority over individual performance. This research, like the preceding one, focuses on the function of management through objectives as a means of improving corporate performance via the alignment of organizational aspirations and subordinate aims. The employees contribute to the achievement of their objectives by the objectives of the companies. The difference between this study and others is that it identifies management's inadequacies via the use of a performance management system. To enhance the system, the Study recommends that the Management Team conduct a motivating evaluation to ascertain how employees should be motivated and to assess group action to evaluate the organization's performance as a cohesive unit, rather than examining individual performance in isolation from other roles.

### **3. 360-DEGREE APPRAISAL AND CORPORATE PERFORMANCE**

360° feedback is an assessment technique in which management teams solicit information from workplace sources on employee behaviour and performance. Frequently, the feedback includes responses from subordinates, coworkers, and supervisors. Additionally, it addresses employee self-assessment. Recently, evaluation procedures have been primarily utilised to enhance employees' skills and behaviour, but also to evaluate their performance and make employment decisions (Razzaq et al., 2020; Espinilla, de Andrés, and Shafer 2005). The assessment method enables employees to receive feedback on their performance from supervisors and peers. Everyone who watches and has an effect on a candidate's performance participates in the evaluation process. The feedback system may automatically generate tabulated data and present it in a way that enables management to create a development strategy (Sarantakos, 2012). The assessment method enables employees to perform more efficiently and to pinpoint opportunities for growth and even advancement. Individuals may discuss issues with a coworker that might normally make them unhappy if anonymous remarks were not available (Shafer, 2005). The data gathered enables employees to acquire insight into their performance, enabling them to change their behaviour and develop skills that enable them to operate effectively. In contrast to

traditional performance appraisal methods, which rely only on management feedback, 360-degree feedback provides workers and managers with a 14-day window during which they may get a comprehensive evaluation from colleagues, supervisors, and sometimes even customers (Anwar et al., 2020; Rock, 2015). Additionally, the assessment process considers the staff's abilities and contributions. The objective is to give employees a balanced view of how others see their participation in areas like cooperation, communication, leadership, and interpersonal connection. The evaluation allows colleagues to evaluate their employees' conduct in terms of their ability to achieve extra company goals and have a positive effect on customers. The evaluation method provides a critical response and eliminates unnecessary data that may make an employee feel overwhelmed by data.

### **3.1. THE FUNCTION OF 360 FEEDBACK**

A sufficient 360 degree provides comprehensive feedback in their description, allowing employees to target real areas of growth. The implementation and control methods are critical to the assessment process's success (London & Beatty, 1993). To avoid bias, sample questions for the assessment must be carefully chosen to reflect workers' qualifications and requirements and to focus an organization's efforts on performance improvement. A 360-degree assessment method that is successful must be organized (Hughes, 2003). Because feedback is narrative, a flaw in the framework may result in a flood of details being given by employees, inundating the applicant with information on places for development. The framework should include specific employee performance behaviours that allow examiners to concentrate solely on employee habits (Walker, Damanpour & Devece, 2011). Otherwise, the reviewers will provide the executive with an excessive amount of information, necessitating the creation of an additional job that will combine all of the remarks and provide the competitor with a meaningful assessment. The 360-degree assessment method is effective only when the process is tailored to the specific needs of the company. It is critical to establish fundamental processes, such as the use of tools or forms, and who will participate in the review process (DeNisi & Kluger, 2000). A company's culture must also be considered while doing this kind of assessment. The method is most effective when the company culture and environment are one of trust and cooperation. The process is most effective when it is fully incorporated into the work environment as a tool for developers to fulfil the company's vision, mission, and values. A 360-degree assessment process that is successful helps to personal development, performance, and career advancement (Walker, Damanpour & Devece, 2011). As a development tool, engaged colleagues offer candid and pertinent input on the factors that affect career advancement, promotion, and compensation. Frequently, the process is stymied by bias, with colleagues fearful that their negative opinion would result in their colleagues being fired or demoted (London & Beatty, 1993). It results in average gravity, which makes average scores seem unbiased regardless of whether they have a high score or are fearful of the consequences of a poor score. When it is used only for development purposes, colleagues have a higher level of confidence in giving candid feedback to help their teammates enhance their work skills. The 360-degree assessment method is an effective development tool that enhances

organizational performance by enabling employees to get feedback from people with whom they engage daily (Denisi & Pritchard, 2006). Unlike traditional performance evaluations, which focus only on the director's remarks, this review is comprehensive. Given that the method is not evaluated and focuses only on employee strengths and weaknesses, it has the potential to anticipate and recommend improvements to employee job skills and organizational performance as a whole.

## **4. RELATIONSHIP BETWEEN THE VARIABLES**

### **4.1. RELATIONSHIP BETWEEN COMPENSATION AND EMPLOYEES PERFORMANCE**

Numerous studies in businesses have been conducted to demonstrate a connection between salary and employee satisfaction. Salary, support, working hours, and career development have all been proven to motivate and improve productivity at work, requiring more effort on the side of the employee and the employer to achieve the organization's objectives and targets. In contrast, Okilo (2008) investigated the impact of pay perks on employee motivation. The study discovered that companies that do not utilize compensation benefits methods had worse employee performance at work, resulting in a little decrease in worker productivity.

### **4.2. RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEES PERFORMANCE**

Employees that are dissatisfied with their jobs are less driven, which results in a significant reduction in staff productivity. To maximize productivity and improve the overall performance of the business, it is critical to improving job satisfaction in the workplace. Thus, worker performance and job satisfaction are inextricably connected in the workplace. The more satisfied employees are, the better their job performance. Methods for increasing job satisfaction and retaining potential employees should be applied with efficient human resources to enhance the organization's performance. If an employee is satisfied, his or her performance will increase and more attempts will be made to achieve the company's objectives and goals.

### **4.3. RELATIONSHIP BETWEEN PERFORMANCE APPRAISALS AND EMPLOYEES PERFORMANCE**

Performance evaluations are critical and should be understood by management. They should also be linked to incentives and rewards. As performance evaluations are one of the most effective methods for evaluating and rewarding employees based on their performance, they should be used in the workplace. Performance assessments are widely considered as one of the primary techniques for assessing employees on the job site and fulfilling their needs based on their performance to motivate them to achieve their goals and objectives successfully and efficiently. The employees think that this strategy is critical for the success of the business in which they work.

#### **4.4. RELATIONSHIP BETWEEN TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE**

Talent management is inextricably linked to employee motivation and therefore has a direct impact on employee performance on the job. It attempts to include employees in decision-making to achieve the organization's goals and objectives. Numerous talent management programmes have been implemented in the workplace to help potential employees advance their careers by offering training and coaching to help them enhance their professional abilities. Numerous studies have shown that the more talent management programmes adopted inside a business, the higher their success at work and therefore increased production and performance. Thus, there is a strong connection between work and talent management.

#### **4.5. RELATIONSHIP BETWEEN MOTIVATION AND PERFORMANCE**

Motivation is critical, and management must understand and link it to performance and rewards. Because motivation is more than financial rewards, some steps must be done to successfully motivate employees. Motivation, which can only be addressed via performance assessments to satisfy and encourage employees to achieve their goals and objectives effectively and efficiently at work, is one of the most critical motivating tools for employees in the workplace. Coaching is another method that may be used at work to help employees increase their motivation. Coaching's main objective is to discover an employee's abilities and potential. Employee participation in decision-making is another way to motivate workers and therefore optimize their performance.

### **5. METHODOLOGY**

The study's primary objective is to demonstrate a link between performance appraisals and employee satisfaction in the banking industry. However, to get adequate findings, the research questions must be answered.

#### **5.1. THE STUDY SHOULD ADDRESS THE FOLLOWING RESEARCH QUESTIONS:**

RQ1: Which standards should be used to obtain excellent outcomes in the performance assessment system in the banking sector?

RQ2: How can results in the performance assessment be balanced between individual employees' cash incentives and skills development?

RQ3: Does employee happiness influence the degree of work performance?

However, the study will emphasise the importance of employee pleasure at work and its effect on worker productivity in the banking industry, and therefore on the bank's overall performance. However, in this part, different techniques are used to gather data from the banking industry to accomplish the study's objectives. Thus, performance assessments are a critical method for ensuring employee happiness and reducing bank turnover. Additionally, this chapter will include both dependent and independent variables to examine their connection and, ultimately, validate the hypothesis.

## 5.2. RESEARCH METHODOLOGY

The methodology of research may be defined as a strategy, tool, or resource used by the researcher to gather and analyses data using different statistical instruments. However, the method is divided into two types: quantitative and qualitative. To collect data and analyses them using descriptive statistics, the quantitative method often relies on the distribution of several surveys and questionnaires among samples, typically between 50 and 50 respondents. On the other hand, a qualitative approach is a tool or method that researchers employ to elicit data from a small number of respondents through open-ended questions.

**Table 1. Compensation Benefits vs Employee Performance Cross-Tabulation**

|                       |                   | Employees Performance |       |                   |          | Total |
|-----------------------|-------------------|-----------------------|-------|-------------------|----------|-------|
|                       |                   | Strongly Agree        | Agree | Strongly Disagree | Disagree |       |
| Compensation Benefits | Strongly Agree    | 0                     | 0     | 31                | 0        | 31    |
|                       | Agree             | 22                    | 16    | 2                 | 0        | 40    |
|                       | Strongly Disagree | 0                     | 0     | 0                 | 11       | 11    |
|                       | Disagree          | 0                     | 0     | 2                 | 16       | 18    |
| Total                 |                   | 22                    | 16    | 35                | 27       | 100   |

*Compensation Benefits \* Employees Performance*

The following graphic shows a clear correlation between compensation benefits and an employee's work performance. However, 31% of respondents strongly agree and state that employees will be happy since pay benefits are included in the job, increasing their productivity and therefore the organization's overall success. On the other hand, 11% of respondents strongly disagreed, saying that salary perks did not affect employees' performance. The findings suggest a direct relationship between pay benefits and workplace performance, as shown in the preceding table and based on data collected from respondents. The more money given to employees, the more loyal they are and the more committed they are to the business where they work.

**Table 2. Employees Performance vs Motivation**

|            |                   | Employee Performance |       |                   |          | Total |
|------------|-------------------|----------------------|-------|-------------------|----------|-------|
|            |                   | Strongly Agree       | Agree | Strongly Disagree | Disagree |       |
| Motivation | Strongly Agree    | 0                    | 19    | 2                 | 0        | 27    |
|            | Agree             | 27                   | 5     | 0                 | 0        | 32    |
|            | Strongly Disagree | 0                    | 0     | 0                 | 21       | 21    |
|            | Disagree          | 0                    | 0     | 20                | 0        | 20    |
| Total      |                   | 27                   | 24    | 22                | 21       | 100   |

*Motivation \* Employees Performance Cross tabulation*

Concerning the previous image, the cross-tabulation shows a clear correlation between motivation and employee performance. However, 27% of respondents firmly think that job performance and motivation are inextricably connected. The more motivating techniques used in the workplace, the better the productivity of employees and the higher the organization's performance. On the other hand, 20% of respondents strongly disagreed, stating that the organization's motivation and performance are unconnected. To summarise, there is a strong correlation between employee performance and motivation

in the workplace, as shown by the cross-table above and respondents' answers. The more stimulating techniques used at work, the higher the level of production.

**Table 3. Job Satisfaction vs Employees Performance Cross-Tabulation**

|                  |                   | Performance    |       |                   |          | Total |
|------------------|-------------------|----------------|-------|-------------------|----------|-------|
|                  |                   | Strongly Agree | Agree | Strongly Disagree | Disagree |       |
| Job Satisfaction | Strongly Agree    | 0              | 14    | 27                | 0        | 41    |
|                  | Agree             | 19             | 11    | 0                 | 0        | 30    |
|                  | Strongly Disagree | 0              | 0     | 7                 | 7        | 14    |
|                  | Disagree          | 0              | 0     | 0                 | 15       | 15    |
| Total            |                   | 19             | 25    | 34                | 22       | 100   |

*Job Satisfaction\* Employees Performance Cross tabulation*

Concerning the previous picture, the cross-table shows a clear correlation between job happiness and performance at the business. However, 41% of respondents agreed that if they were dissatisfied with their workplace, their performance would suffer, implying a direct link between workplace satisfaction and workforce performance, while 14% disagreed, stating that there is no correlation between job satisfaction and workforce performance. According to the crosstabulation above and based on participant data, the findings showed that there is a direct correlation between job satisfaction and employee performance at work. Thus, management must aim to enhance workplace happiness to boost employee productivity and, in turn, the company's overall success.

**Table 4. Talent Management\*Employee Performance Cross-Tabulation**

|                   |                   | Employee Performance |       |                   |          | Total |
|-------------------|-------------------|----------------------|-------|-------------------|----------|-------|
|                   |                   | Strongly Agree       | Agree | Strongly Disagree | Disagree |       |
| Talent Management | Strongly Agree    | 8                    | 26    | 0                 | 0        | 34    |
|                   | Agree             | 37                   | 0     | 0                 | 0        | 37    |
|                   | Strongly Disagree | 0                    | 1     | 12                | 0        | 13    |
|                   | Disagree          | 0                    | 0     | 5                 | 11       | 16    |
| Total             |                   | 45                   | 27    | 17                | 11       | 100   |

The following diagram illustrates the direct relationship between talent management and workplace performance. Using the picture above as a guide. However, 37% said that worker productivity has increased as a result of increased talent management in the workplace, thus boosting the overall performance of the company. On the other hand, 13% of respondents strongly disagreed, stating that skills and professional performance are unconnected. Using the cross-table above and the data collected from respondents, the findings indicated that there is a direct correlation between talent management and employee performance in the workplace.

**Table 5. Performance Appraisals vs Employee Performance**

|                        |                   | Job Satisfaction |       |                   |          | Total |
|------------------------|-------------------|------------------|-------|-------------------|----------|-------|
|                        |                   | Strongly Agree   | Agree | Strongly Disagree | Disagree |       |
| Performance Appraisals | Strongly Agree    | 15               | 20    | 0                 | 0        | 35    |
|                        | Agree             | 30               | 0     | 0                 | 0        | 30    |
|                        | Strongly Disagree | 0                | 7     | 9                 | 0        | 16    |
|                        | Disagree          | 0                | 0     | 8                 | 11       | 19    |
| Total                  |                   | 45               | 27    | 17                | 11       | 100   |

According to the accompanying picture, the cross table shows a clear correlation between performance assessments and job performance. 35% of respondents, on the other hand, are certain that performance evaluations and employee performance are inextricably linked. When performance evaluations are implemented in the workplace, employees are better satisfied, thus increasing individual performance and productivity, as well as organizational performance. On the other hand, 16% of respondents indicated strong disagreement, stating that there is no correlation between performance appraisals and employee performance. Finally, the findings indicated a positive correlation between performance appraisals and employee performance, as shown in the preceding table and supported by data collected from respondents. The higher the quality of performance assessments inside the organization, the greater the degree of job satisfaction and performance at work.

**Table 6.** Training and Development vs Employee Performance Cross Tabulation

|                          |                   | Employee Performance |       |                   |          | Total |
|--------------------------|-------------------|----------------------|-------|-------------------|----------|-------|
|                          |                   | Strongly Agree       | Agree | Strongly Disagree | Disagree |       |
| Training and Development | Strongly Agree    | 41                   | 0     | 0                 | 0        | 41    |
|                          | Agree             | 4                    | 27    | 1                 | 0        | 32    |
|                          | Strongly Disagree | 0                    | 0     | 14                | 0        | 14    |
|                          | Disagree          | 0                    | 0     | 2                 | 11       | 13    |
| Total                    |                   | 45                   | 27    | 17                | 11       | 100   |

*Employee Retention\* Employee Performance Cross tabulation*

The following table, concerning the preceding image, shows a direct correlation between training and development and employee performance on the job. However, 41% are certain that training, development, and employee success are inextricably linked in the workplace. On the other hand, 13% of respondents said that there is no correlation between training and development and work performance. The results indicated that there is a direct connection between training and development and employee performance, based on the cross-tabulation and data collected from respondents. The bigger the workforce's size and development, the higher the workforce's performance and therefore the better the company's career growth and development.

## 6. MAIN FINDINGS AND CONCLUSION

Employee motivation and pay perks have a direct effect on employee performance, which in turn affects the organization's overall success. Thus, managers should priorities employee satisfaction by paying them based on their requirements to keep them. The next chapter will explain the technique that will be used to gather data from respondents and subsequently analyses them using the SPSS statistical program. After distributing the questionnaire to managers and workers in the banking sector and analyzing the data using the SPSS statistical tool, the results indicated that there is a positive correlation between job satisfaction and employee performance in banks. Additionally, the results indicated that job happiness is positively linked with bank performance, implying that adopting job satisfaction methods in banks would enhance workers' performance at work, thus

increasing their productivity. Thus, the bank that employs motivating techniques does better than the one that does not.

Compensation methods have a beneficial impact on workers' performance on the job. The study found that the more pay advantages offered in the workplace, the happier workers are, and therefore the better the organization's performance. Thus, workers should be recognized and paid for accomplishing the bank's objectives and goals. There are two kinds of compensation benefits: financial and non-monetary. Bonuses, salary increases, and other financial advantages are all included in the financial incentives. Non-monetary rewards, on the other hand, include paid vacations, recognition and advancement at work. Job happiness is positively linked with employee performance on the job. The study discovered that the happier workers are at work, the better their performance would be, thus increasing productivity and organizational performance.

## 7. LIMITATIONS OF THE STUDY

Numerous constraints existed in the research, most notably the gathering of data on all of the steps used to satisfy employees about the bank's confidentiality. A second constraint on research is that the sample size is small and that, due to time constraints, the findings of the study become evident only after the investigator has data from a bigger sample.

## 8. FUTURE RECOMMENDATIONS

The purpose of this research was to investigate the phenomenon of job satisfaction and its impact on bank performance. To validate and confirm the findings, the same research needs to be replicated in a larger setting. Given that this study examines the relationship between job satisfaction and banking performance indicators, the logical next step is to examine the impact of job satisfaction on banking decision-making. Nonetheless, the following action plan for banks is strongly recommended to motivate and enhance team performance at work.

### Reference:

- Anwar, S., Tawab, R., Kinza, Sami, A. (2020). A Systematic Review Of Impact Of Employee Engagement on Organizational Performance. *Systematic Literature Review and Meta-Analysis Journal*, 1(1), 1-6
- Barber, A. E., Dunham, R. B., & Formisano, R. A. (1992). The impact of flexible benefits on employee satisfaction: A field study. *Personnel Psychology*, 45(1), 55-74.
- Cook, J., & Crossman, A. (2014). Satisfaction with performance appraisal systems: A study of role perceptions. *Journal of Managerial Psychology*, 19(5), 526-541. doi:10.1108/02683940410543605
- D PULAKOS, E. L. A. I. N. E. (2021). Performance Management, A New Approach for Driving Business Results. *Wiley-Blackwell*
- Dipboye, R. L., & De Pontbriand, R. (1981). Correlates of employee reactions to performance appraisals and appraisal systems. *Journal of Applied psychology*, 66(2), 248.

- Folger, R., Konovsky, M. A., & Cropanzano, R. (2018). A due process metaphor for performance appraisal. *Research in Organizational Behavior*, 14, 129-177.
- Greenberg, J. (2017). A taxonomy of organizational justice theories. *The Academy of Management Review*, 12(1), 9-22. DOI: 10.2307/257990
- Herzberg, F., Mausner, B., Peterson, R., & Capwell, D. (1957). Job attitudes: Review of research and opinion. *Pittsburg: Psychological Service of Pittsburg*.
- Herzberg, F.; Mausner, B.; Snyderman, B.B. (1959) The Motivation to Work. *John Wiley*. New York. 66(2), 248-251. DOI: 10.1037/0021-9010.66.2.248
- Jex, S.M. (2016) Organizational Psychology: A Scientist-Practitioner Approach. *John Wiley*
- Lee, S., Costello, F. J., & Lee, K. C. (2021). Hierarchical balanced scorecard-based organizational goals and the efficiency of controls processes. *Journal of Business Research*, 132, 270-288.
- Mašková, I., & Kučera, D. (2021). Performance, achievement, and success in psychological research: towards more transparent use of the still ambiguous terminology. *Psychological Reports*, 0033294121996000.
- Mlilo, S. (2020). *Corporate social entrepreneurship, employee engagement, organisational citizenship behaviour and job satisfaction* (Doctoral dissertation).
- Murphy, K. R. (2020). Performance evaluation will not die, but it should. *Human Resource Management Journal*, 30(1), 13-31.
- Pertiwi, W., Pariyanti, E., & Dwiputri, R. M. (2021). The Effect of Job Monitoring and Organizational Communication on Employee's Job Effectiveness. *Perwira International Journal of Economics & Business*, 1(1), 1-7.
- Rasheed, A., Khan, S. U. R., Rasheed, M. F., & Munir, Y. (2015). The impact of feedback orientation and the effect of satisfaction with feedback on in-role job performance. *Human Resource Development Quarterly*, 26(1), 31-51.
- Razzaq, S., Sami, A., Sib-tul-Manum, & Hammad, M. (2020). Transformational Leadership and Organizational Performance in Western & Non-Western Context: Systematic Review of 2019. *International Journal of Entrepreneurial Research*, 3(3), 58-60.
- Rock, David B. J. (2015). Why More and More Companies Are Ditching Performance Ratings.
- Ryan, T. P. (2013). Sample size determination and power. *John Wiley & Sons*.
- Šalková, A. (2013). Theoretical approaches to employee appraisal methods. *University of Pardubice*, 91.
- Salleh, M., Amin, A., Muda, S., & Halim, M. A. S. A. (2013). Fairness of performance appraisal and organizational commitment. *Asian Social Science*, 9(2),
- Sarantakos, S. (2012). *Social research*. *Palgrave Macmillan*. Schuler, H., Farr, J. L., & Smith, M. (Eds.). (2013). Personnel selection and assessment: Individual and organizational perspectives. Psychology Press.
- Shafer, S. M., Smith, H. J., & Linder, J. C. (2005). The power of business models. *Business Horizons*, 48(3), 199-207.
- Taylor, P. & Bain, P. (2017) 'Call centre reflections: a reply to Glucksmann', *Work, Employment and Society*, 21(2), 349-362

Usmani, M., Sami, A., & Baig, S. A., & Irfan, A. (2019). Chronological studies of lean and leadership for improvement of organizational performance. *Journal of Public Value and Administration Insights*, 2(2), 15-19.

Williams, R. S. (2018). Managing employee performance: Design and implementation in organizations (2nd ed.). London, England: Thomson Learning.

## APPENDIX 1

### Job Satisfaction Action Plan

| Action                                   | Priority | Status      | Start Date | End Date |
|------------------------------------------|----------|-------------|------------|----------|
| <b>Goal #1: Employees Performance</b>    |          |             |            |          |
| Identifying employees' weaknesses        | High     | Complete    | 9/30       | 10/2     |
| Studying the workplace needs             | High     | In Progress | 10/5       | 10/9     |
| Figuring out the required resources      | High     | Complete    | 10/12      | 10/12    |
| Implementing Training Programs           | High     | In Progress | 10/14      | 10/14    |
| <b>Goal #2: Talent Management</b>        |          |             |            |          |
| Implementing Performance Appraisals      | High     | Not started | 10/7       | 10/12    |
| Selecting Potential Candidates           | Medium   | In Progress | 10/12      | 10/14    |
| Conducting Technical Tests               | Medium   | Not started | 10/13      | 10/16    |
| Setting Career Plan                      | High     | Not started | 10/17      | 10/18    |
| Providing promotions and Rewards         | High     | Not Started | 10/20      | 10/20    |
| <b>Goal #3: Motivation</b>               |          |             |            |          |
| Ensure Employee Loyalty                  | High     | Not started | 10/13      | 10/19    |
| Satisfying the needs of the employees    | Medium   | Not started | 10/15      | 10/16    |
| Compensation strategies                  | High     | In progress | 10/19      | 10/21    |
| Enhancing Employee Retention             | Medium   | Not started | 10/21      | 10/23    |
| <b>Goal #4: Performance Appraisals</b>   |          |             |            |          |
| Evaluating Employees Performance         | High     | Not started | 10/26      | 10/28    |
| Selecting Potential Employees            | Medium   | Not started | 10/28      | 10/28    |
| Matching skills with job descriptions    | High     | Not started | 10/13      | 10/26    |
| Studying performance concerning the time | High     | Not started | 10/26      | 10/30    |