

Evaluating The Impact Of Performance Management Systems In Enhancing Task Performance And Contextual Performance Among Banking Employees.

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Abstract

This study examines the correlation between performance management and its impact on employee's performance, however performance management is evaluated by its factors like Organization governance, motivation, training and development, transparency and equitable organizational planning, feedback system, furthermore employee's performance is measured with task performance and contextual performance. Its objective is to tackle the issues associated with unskilled personnel by implementing better management practices. The research utilizes a quantitative methodology to completely examine performance management procedures by gathering data from 253 employees across different bank of Oman. The study employs the Statistical Package for the Social Sciences (SPSS) reveals a strong correlation between organizational governance and employee performance, indicating that strategic planning is vital for effectiveness. Clear plans lead to better task execution and contextual contributions. Employee training positively influences contextual performance but has a weaker effect on task performance, suggesting a need for more tailored training. Feedback systems significantly enhance both types of performance, highlighting the importance of regular, constructive feedback. Surprisingly, motivation doesn't significantly impact performance, prompting further exploration into other influential factors. Additionally, organizational governance and transparent practices positively affect performance, emphasizing the importance of clear structures and fair treatment in driving employee effectiveness. Prioritize organizational planning, tailored training, effective feedback, governance, transparency for improved performance. Limitations include design constraints, sample specificity, bias risks. Future research should address these and explore motivation-performance dynamics, training efficacy.

Keywords: *Employee Performance, Banking Sector, Performance Management.*

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I. Introduction:

The history of organizations validates that the key determinant of their success lies in their workforce and the effective management of employee performance, along with the ability to motivate people to enhance productivity Agarwal, A., & Raghav, D. (2023). The art of performance management involves understanding how to enhance employees' competencies and identifying the factors that significantly drive them. The topic of performance management systems for human resource management and methods of improvement has gained significant attention among specialists and scholars Bahuguna, et al. (2023). Performance management is the continuous process of creating and attaining individual and team goals that align with the organization's strategic objectives It also involves devising and executing performance strategies to reach those goals Agustian, et al. (2023). The initial phase in implementing a performance management system involves engaging in deliberate exercises to improve human abilities Lewandowski, R. A., & Cirella, G. T. (2023). These capabilities include employee surveillance, contract and preliminary skills exams, and approval of human resource management approaches. Kambur, E., & Yildirim, T. (2023).

Performance evaluation is an effective method for monitoring the performance of your personnel. Multiple studies have demonstrated that implementing a performance appraisal system establishes a connection between compensation and incentives for highly skilled individuals, hence enhancing their overall motivation and involvement Zhang, et al (2023). Achievement assessments provide a structured analysis of an individual's job-related strengths and shortcomings, which can inform decision-making (Ahmad & Bujang, 2013). Thus, it can be inferred that the evaluation framework may rely heavily on important indicators that may not be cost-

effective and specifically suitable for the representatives whose performance is being reviewed (Jan, et.al, 2014). Performance management facilitates the coordination and motivation of employees to enhance their efforts for the benefit of the firm in order to achieve significant objectives. The performance management system (PMS) effectively includes the assessment and support of employees inside a company and serves as a means of evaluating outcomes against the firm's established criteria (Neelam, et al., 2013).

The Performance Management System (PMS) recognizes that employee performance can be influenced by factors such as skills, standards, dedication, and reputation (Ikram, M, et. al; 2011). In the 19th century, Taylor's predominantly utilized a performance appraisal system that employed a rigorous methodology to establish employee wages and evaluate performance outcomes. Managers utilize staff performance appraisal methods to enhance human potential. There are multiple metrics employed to assess outcomes in different scenarios; the structure of the performance evaluation system proved intricate for administrators. Thus, it is a formidable task to develop more effective strategies that enable HR specialists to attain favorable outcomes. Currently, it is imperative to have a structured system for assessing the effectiveness of employees in both public and commercial organizations. The investigation found that even if there are issues with accurately measuring employee performance or errors in the evaluation process, the performance appraisal system still has a positive impact on employee motivation and satisfaction. Nevertheless, every assessment system may have challenges regarding its precision in measuring. These challenges may occur from the viewpoint of the evaluator during the process of assessing employee performance, either due to the criteria set by the system or a combination of both factors (Ikram, M, et. al; 2011). In Oman's banking sector, enhancing employee performance is a critical aspect that requires attention to various factors. Studies have shown that internal marketing, service quality, and purpose within organizations play a significant role in employees' ability to deliver quality service (Bruin et al., 2020). Additionally, the regulations set by the Central Bank of Oman have strengthened corporate governance in banks, impacting intellectual capital within these institutions (Dalwai & Mohammadi, 2020). Intellectual capital efficiency and corporate governance mechanisms have also been found to influence the readability of annual reports in Oman's financial sector (Dalwai et al., 2021).

Employee performance can be assessed based on task performance and contextual performance. Motivation significantly enhances employee performance (Basu, 2023). Understanding the types of motivation provided to employees and their impact on overall performance is essential. Additionally, studies have demonstrated a substantial relationship between work engagement and both task and contextual performance (Christian et al., 2011). Organizational transparency is a critical factor affecting organizational performance (Ibini & Izims, 2020). Research indicates that transparent communication within an organization can foster increased trust among employees, positively influencing their performance (Jiang & Luo, 2018). Moreover, organizational transparency and support can help alleviate employees' uncertainty and job disengagement during crises (Ruppel et al., 2022).

Effective planning strategies are associated with organizational productivity and employee performance (Success, 2022). Examining how planning processes within an organization contribute to enhancing employee performance is vital. Furthermore, employee participation in the planning process has been found to enhance organizational effectiveness (Rrustemi et al., 2021). Ethical leadership significantly impacts employee job satisfaction and, consequently, their performance (Guo, 2022). Leaders demonstrating ethical behavior can positively influence employee satisfaction levels, leading to improved performance outcomes. Additionally, the interplay between emotional intelligence, organizational commitment, and organizational citizenship behavior affects employee performance (Mohyi, 2021). In this background to explore the relationship between performance management and its impact on employee performance, it is crucial to consider various factors influencing both areas. Performance management includes elements such as organizational governance, motivation, training and development, transparency, equitable organizational planning, and feedback systems.

The present study will try to provide solutions to the following research questions:

- Q1. What are the factors that determine the performance management of banking employees?*
- Q2. How does performance management help to improve employee's performance of banking employees?*
- Q3. What is the present level of performance management and employee's performance of bank employees?*
- Q4. Does performance management effect employee's performance of banking employees?*

II. Literature Review:

Performance management

Performance management is a crucial element of organizational success, encompassing various dimensions and factors that influence overall performance. Otley (1999) provides a framework for management control systems research, emphasizing the importance of understanding performance management within the broader context of management control systems. This framework aids in comprehending the complexities

involved in effectively managing performance within organizations. Sole (2009) delves into the characteristics of performance measurement and management systems in public organizations, highlighting the factors that drive performance in the public sector. The study underscores the significance of analyzing performance dimensions, measures, and factors influencing the implementation of performance management processes in public organizations.

Additionally, Waal & Heijden (2015) emphasize the correlation between performance management dimensions and high-performance organization factors, indicating the critical role of a performance management system in fostering performance-driven behavior to enhance financial and non-financial performance. This underscores the importance of aligning performance management practices with organizational goals to achieve superior performance outcomes. Moreover, Hartog et al. (2004) stress the multi-level analysis involved in performance management, linking it to strategic human resource management and performance appraisal. This highlights the interconnectedness of performance management with broader organizational strategies and HR practices to drive performance improvements effectively. In short, synthesizing the insights from these references underscores the complexity and interconnected nature of performance management within organizations. By understanding the frameworks, factors, and correlations highlighted in the literature, organizations can develop more effective performance management systems that drive performance improvements and contribute to overall organizational success.

Employees' performance

Employees' performance is a crucial factor in organizational success, encompassing both task performance and contextual performance. Task performance involves activities directly related to job requirements, while contextual performance includes behaviors that support the social and psychological aspects of work. Studies have consistently emphasized the distinction between these two dimensions of performance (Motowidlo & Scotter, 1994; Conway, 1999; Aykan, 2014). Task performance typically focuses on job-specific duties within the technical core of an organization (Hernaus & Mikulić, 2014). On the other hand, contextual performance encompasses behaviors such as cooperation with colleagues and dedication, often influenced by individual characteristics and personality traits (Conway, 1999; Aykan, 2014). Job satisfaction significantly influences both task and contextual performance (Edwards et al., 2008). Research indicates that facets of job satisfaction are associated with employees' job performance, encompassing both task and contextual aspects (Edwards et al., 2008). Additionally, factors such as leadership style, organizational culture, and supervision can impact employee performance through motivation as an intervening variable (Mubarak, 2022). Motivation is essential for employees to effectively utilize their knowledge and skills to achieve organizational objectives (Zailani et al., 2020). Moreover, the work environment, organizational culture, and employee engagement are key factors affecting employee performance (Dwiyanti & Dudiya, 2019; Fadlan, 2022; Rusyandi, 2020). Organizational culture, leadership style, and working discipline have been shown to positively impact employee performance (Hadiyatno, 2021). Work discipline is a significant factor influencing employee performance, highlighting the importance of adherence to organizational rules and regulations (Nasution & Priangkatara, 2022).

In short, understanding the nuances between task performance and contextual performance is vital for organizations to manage and enhance employee performance effectively. Factors such as job satisfaction, motivation, organizational culture, and work discipline play crucial roles in shaping employees' performance levels. By addressing these factors, organizations can create an environment conducive to maximizing both task and contextual performance, ultimately leading to improved overall organizational effectiveness.

Corporate governance and employee Performance

Corporate governance significantly influences employee performance within organizations. Research has shown that effective corporate governance mechanisms can positively impact individual work performance (Abun et al., 2022). Additionally, corporate governance not only affects business performance but also influences employee mobility within organizations (Lee, 2021). Financial economists consider corporate governance as a means to balance the diverging interests of shareholders and management, ultimately impacting employee performance (Pagano & Volpin, 2005). Leadership, a crucial component of corporate governance, has been studied in relation to organizational performance. Transformational leadership has been found to mediate job satisfaction, subsequently affecting organizational performance (Hilton et al., 2021). Furthermore, corporate governance is crucial in improving organizational performance, often assessed using tools like the Balanced Scorecard (Kusnanto, 2022). Good corporate governance relies on internal and external mechanisms to ensure accountability and performance (Dandapani & Shahrokhi, 2022).

Employee representation in corporate governance structures is a topic of interest. Studies have indicated that the type of employee board representation can impact corporate governance performance, with board-level employee representation potentially affecting board efficiency (Nekhili et al., 2020). Employee

ownership and board representation have also been linked to corporate financial policies, highlighting the ongoing debate on balancing worker rights with effective corporate governance (Ginglinger et al., 2011). Extensive research has explored the impact of corporate governance on company performance. Effective corporate governance systems aim to balance the interests of stakeholders, including owners, employees, and management, to enhance company performance and competitive positioning (Mustafa et al., 2018). Corporate governance practices, such as organizational culture, internal control, and treatment of stakeholders, can influence various aspects of company performance (Helmi et al., 2023). The relationship between corporate governance mechanisms and company performance has been analyzed through regression analysis, emphasizing the importance of governance mechanisms in enhancing profitability (Naimah, 2017).

Motivation and Employee Performance

Employee performance is a crucial factor in organizational success, with motivation playing a key role in influencing outcomes. Research has consistently shown that motivation, whether intrinsic or extrinsic, significantly impacts employee performance (Basu, 2023) Zaman & Zulganef, 2023; Mahmoud et al., 2020). Intrinsic motivation, such as job satisfaction and pride in the organization, has been linked to higher levels of cooperation and goal-directed behavior among employees (Mahmoud et al., 2020). Conversely, an overemphasis on extrinsic rewards like pay and praise may not always enhance productivity, especially for individuals with primarily intrinsic motivations (Basu, 2023). The relationship between leadership styles, work motivation, and employee performance has been extensively studied. Transformational leadership has been found to positively influence employee performance through increased work motivation (Hariadi & Muafi, 2022). Additionally, the impact of leadership styles, such as adaptive leadership, on motivation and ultimately on employee performance has been explored (Arisman, 2022). Effective leadership that fosters motivation can lead to improved employee performance and organizational outcomes (Arisman, 2022).

Furthermore, organizational factors such as the work environment, compensation, and organizational culture have been identified as influencers of motivation levels, subsequently affecting employee performance (Handayni & Aima, 2022). Employee empowerment, organizational justice, and conflict resolution have also been recognized as significant factors impacting employee motivation and performance (Suprpto & Widigdo, 2021). Moreover, the relationship between training, compensation, and performance concerning motivation has been studied. Training programs and digital HRM practices have been shown to enhance employee motivation, leading to improved job performance (Al-kharabsheh et al., 2023; Hakim et al., 2021). Additionally, the utilization of information technology and organizational culture has been found to positively affect employee motivation and performance outcomes (Prasiani et al., 2021).

Training and development and employee performance:

Training and development are essential for enhancing employee performance within organizations. Numerous studies have demonstrated the positive impact of training and development initiatives on employee performance (Noe (1996) Hassan, 2016; Ibrahim et al., 2017). Training programs not only provide employees with the necessary skills and knowledge to perform their tasks efficiently but also contribute to increased job involvement and commitment (Kadiresan et al., 2015). Effective training methodologies have been shown to improve employee performance by encouraging the practical application of newly acquired skills in the workplace (Ibrahim et al., 2017). The relationship between training, employee motivation, and job performance has been extensively studied. Research indicates that training, when combined with motivation, significantly enhances work performance and career development (Niati et al., 2021). Well-designed training programs can enhance employee competencies, leading to overall performance improvement (Mahmood et al., 2018). Moreover, the mediating role of motivation in the relationship between training and employee performance underscores the importance of motivational factors in driving performance outcomes (Niati et al., 2021).

Studies have also explored the impact of training on organizational performance. Training policies focusing on variables such as knowledge management, talent management, and internal communication have been found to positively influence employee performance and organizational outcomes (Saputro & Nawangsari, 2021; "An Examination of the Relationship Between Training and Employee Performance: The Mediating Role of Internal Communication", 2019). Contrary to the belief that training has a minimal impact on performance, training interventions in the digital era have been shown to significantly contribute to performance improvement (Budiningsih et al., 2017). Leadership styles, work discipline, and job training are identified as key factors influencing employee performance. Providing job training along with effective leadership and work discipline has been associated with improved employee performance (Agrasadya, 2020; Amir et al., 2022). A training culture within organizations has been linked to superior performance outcomes by fostering self-efficacy and efficient work practices (Gautam, 2018).

Transparent and Equitable Practices and Employee Performance

Transparent and equitable practices within organizations play a crucial role in shaping employee performance. Research has highlighted the significance of transparency, authenticity, and fairness in fostering employee engagement, trust, and overall performance outcomes (Jiang & Shen, 2020; Jiang & Luo, 2018; Ribeiro et al., 2018). Transparent organizational communication, authentic leadership, and equitable treatment have been identified as key predictors of employee behaviors, engagement, and performance (Jiang & Shen, 2020; Jiang & Luo, 2018; Ribeiro et al., 2018). The relationship between transparency, equity, and employee performance has been explored in various contexts. Studies have shown that a balance between transparency and privacy, coupled with open communication, can lead to increased employee accountability and performance (Üçler & Taştan, 2017). Transparent behavior by leaders has been linked to enhanced creativity, psychological safety, and attention focus among employees, ultimately influencing performance (Han et al., 2016).

Moreover, the impact of transparency on employee engagement and performance has been investigated. Transparent communication, coupled with authentic leadership, has been found to positively influence employee engagement, job satisfaction, and commitment, thereby enhancing overall performance (Hadziahmetovic & Salihovic, 2022; Ribeiro et al., 2018). Organizations that prioritize transparent communication and equitable practices tend to foster a culture of trust and integrity, which in turn positively impacts employee performance (Hadziahmetovic & Salihovic, 2022; Ribeiro et al., 2018). Furthermore, the role of transparency in shaping organizational performance has been emphasized. Transparent disclosure policies and pay transparency have been associated with improved job attitudes, reduced feelings of inequity, and enhanced team virtues, all of which contribute to better organizational and employee performance (Smit & Montag Smit, 2018; Palanski et al., 2010). Organizations that prioritize transparency drive efficiency, trust, and integrity, leading to improved company performance (Berggren & Bernshteyn, 2007).

Succession Planning and Employee Performance

Succession planning plays a crucial role in organizational strategy and has a significant impact on employee performance. Research has extensively examined the relationship between succession planning and employee performance, emphasizing various mediating factors and outcomes (Ali et al., 2019; Groves, 2007; Pila et al., 2016). Succession planning influences employee performance through mechanisms such as career development, performance appraisal, and employee retention strategies (Ali et al., 2019; Groves, 2007; Pila et al., 2016). Best practices suggest that integrating leadership development practices within succession planning frameworks can enhance leadership competencies aligned with organizational goals, ultimately leading to improved employee performance (Groves, 2007).

Furthermore, studies have explored the effects of effective succession planning practices on employee retention and career development (Hassan & Siddiqui, 2020; Ali & Mehreen, 2019; Ismail et al., 2019). Proper succession planning has been shown to positively impact performance goal orientation, supervisor support, working environment, rewards, career development, and job security, all contributing to enhanced employee performance outcomes (Hassan & Siddiqui, 2020). Viewing succession planning as a strategy to address turnover intentions and boost employee performance highlights the importance of succession planning in improving employee productivity and organizational performance (Ali & Mehreen, 2019). Additionally, research has delved into the relationship between employee development factors, succession planning, and employee performance (Mehreen & Ali, 2022). Succession planning has been associated with increased worker productivity through performance appraisal and career development, indicating that effective succession planning can boost employee confidence and productivity (Mehreen & Ali, 2022). The significance of knowledge management and succession planning in small and medium-sized enterprises has been underscored as essential for mitigating knowledge loss and ensuring organizational continuity and performance (Durst & Wilhelm, 2012).

Feedback and employee performance.

Feedback is a critical factor influencing employee performance in organizations. Numerous studies have explored different aspects of feedback and its effects on employee performance. Stobbeleir et al. (2011) emphasized the importance of feedback-seeking behavior in enhancing creative performance. Sijbom et al. (2017) highlighted the significance of considering various feedback sources and performance dynamics in stimulating creativity. Wang et al. (2015) investigated age differences in feedback reactions and their impact on employee responses. Guo et al. (2023) discussed the mediating role of job crafting in the relationship between developmental feedback and job performance. Cesário et al. (2022) focused on the mediating role of employee reactions to feedback in the relationship between performance management and job satisfaction. Ni (2023) discussed how trust in the leader influences employees' responses to negative performance feedback. Gabriel et al. (2014) highlighted the empowering role of the supervisor feedback environment in enhancing employee well-being and performance. Guo et al. (2014) examined the mediating role of intrinsic motivation in the relationship between developmental feedback and job performance. Qi et al. (2023) explored the impact of

congruence between expected and delivered feedback quality on employee outcomes. Lu et al. (2021) discussed how supervisor negative feedback influences employee motivation to learn from an attribution perspective.

Additionally, Lechermeier et al. (2020) studied the effects of real-time performance feedback on service performance. Awaysheh et al. (2023) investigated the impact of feedback content on productivity. Zhang & Zhu (2019) explored the chain mediation of emotional intelligence and feedback seeking in the relationship between supervisor developmental feedback and job performance. Su et al. (2019) discussed the influence of supervisor developmental feedback on employee innovative behavior. Tong et al. (2021) focused on the effects of artificial intelligence feedback on employee performance.

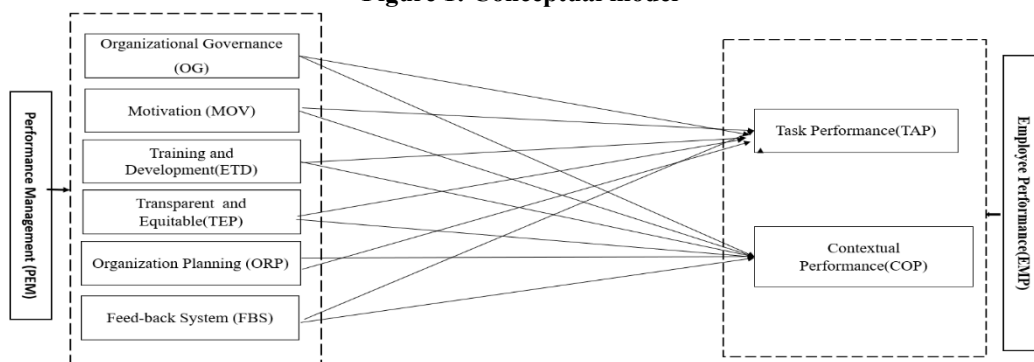
Performance management and Performance management(task performance and contextual performance)

Performance management is a critical factor in improving employee performance within organizations. Extensive research has been conducted on the impact of performance management systems (PMS) on employee performance, with studies indicating a significant influence of performance management practices on employee performance (Almulaiki, 2023). Performance management encompasses various activities such as goal-setting, progress review, communication, feedback, coaching, employee development programs, and rewards, all aimed at enhancing performance (Sahoo & Mishra, 2012). It is a comprehensive process that involves managing activities to achieve desired organizational results, going beyond mere performance evaluation (Albdareen, 2020).

Employee performance comprises two main dimensions: task performance and contextual performance. Task performance relates to job-specific tasks, while contextual performance involves behaviors supporting the broader organizational environment (Motowidlo & Scotter, 1994). Both dimensions are crucial in evaluating star performers, with contextual performance often being a better indicator (Mensah, 2015). Research has shown that contextual performance explains a significant portion of the variance in overall performance ratings, even after considering task performance and other predictors (Scotter et al., 2000). The relationship between performance management and employee performance is complex and influenced by various factors. The manager-employee relationship is pivotal in effectively managing performance (O’Leary & Pulakos, 2011). When implementing performance management processes, it is essential to consider not only the context, goals, and work but also the organizational and country culture (O’Leary & Pulakos, 2011). Additionally, talent management and knowledge management have been found to impact employee performance, with employee development acting as a mediator between these factors (Mantow & Nilasari, 2022).

Studies have emphasized the importance of distinguishing between task and contextual performance in performance appraisal and management. While task performance is essential for job-specific outcomes, contextual performance, which includes elements like teamwork and organizational citizenship behaviors, significantly affects overall performance ratings (Greenslade & Jimmieson, 2007). Effective performance management systems focusing on goal development and aligning individual goals with organizational objectives can enhance employee performance and motivation (Grubi & Mahmutaj, 2017).

Figure 1: Conceptual model



III. Research Methodology:

Data Collection and Sampling

To conduct a study on identifying and quantifying the aspects of performance management that enhance employee performance in the banking industry, a quantitative research approach will be employed. The data collection process will involve distributing questionnaires to banking employees from key institutions in the Sultanate of Oman, such as NBO, Bank Muscat, and HSBC. A rudimentary random sampling method will

be utilized to ensure a diverse range of perspectives on performance management and staff development are captured effectively. The online survey, created using Google Forms, will employ a 5-point rating system to evaluate participants' perceptions, aligning with established research methodologies. The study aims to provide comprehensive insights into performance management and its impact on employee performance within the banking sector, with a sample size of 253 banking workers selected from the specified institutions. Research instruments will leverage both primary and secondary data sources, focusing specifically on performance management and employee performance. The questionnaire, designed as a self-reporting tool, will consist of structured questions tailored to elicit respondents' perspectives on performance management and employee development. Employee performance will be measured across two dimensions: task performance and contextual performance. The independent variables in the performance management system will encompass motivation, organizational governance, training effectiveness, transparency, organizational planning, and feedback mechanisms. Statistical tools such as SPSS will facilitate meticulous data analysis, enabling researchers to derive significant insights through correlation analysis, mean calculation, and standard deviation estimation, thereby contributing to the existing knowledge base in performance management research within the banking industry.

Questionnaire

The questionnaire is a self-reporting tool that includes structured questions designed to gather data on performance management and employee performance. It will use a 5-point rating system to assess various aspects of performance management, which is a common practice in quantitative studies to capture the intensity of respondents' perceptions. Wesley & Pulakos (2002) suggest that such a rating system enhances the clarity and comparability of responses.

Analytical Framework

The analytical framework for this study will involve the use of statistical tools like SPSS for data analysis. Techniques such as correlation analysis, mean calculation, and standard deviation estimation will be employed to derive significant insights. This approach is in line with the methodologies used by Ochoti et al. (2012), who emphasize the importance of rigorous data analysis in performance management research.

IV. Analysis And Results:

Demographic Analysis

The table 1: shows the different age levels of the employees who are working in the banking sector. As it shows, 35.2% of the respondents were from the employees' age group of (20-22) which is the largest number of responses. Therefore, the second largest number of respondents was from the employee's age group of (23-25) which is (32.8%). Then again, 27% of the responses were from workers aged 26 to 28 and above. A smaller number of employees who were from the age group (41) and above responded, which is (4.7%). Further, table 1: shows data from respondents who responded to surveys in other departments. It is clear that HR and accounting account for the largest percentage of participants at 16.2% and 14.2%, respectively. On the other hand, the number of participants in the marketing department was 11.1%, which was only 28 people. In addition, IT departments accounted for the lowest percentage of participants, which was only 8.3%. Also, it was found that 50% of the respondents were from other associated departments. Furthermore, table 1, shows the sample size that answered the Questionnaire, 15 % of the respondents covered 5.9 % of the survey. It is apparent that 253 people responded to the questionnaire. Other workers take the lead over 194 participants, with a rate of 76.7 %. While the relationship manager takes 30 participants with a presence of 11.9%. On the other hand, the Cashier and Branch manager have the lowest number of participants which is 15 for the cashier and 14 for the branch manager, and the percentage of the cashier is 5.9 and the branch manager 5.5%. And 76.7% of the respondents mentioned that they belong to other occupations. Moreover, In terms of qualifications, table 1: provides information that the largest number of respondents (62.1%) are at the bachelor's level and a large number of respondents have a master's degree (14.2%). However, a small number of respondents have diplomas (7.9%), and the minimum number of respondents is (4.0%) with other levels of education. Additionally, table 1, shows the numbers of male and female employees who responded in the banking sectors. As it shows the highest number of responses was from male employees which is (57.7%) and then female workers (42.3%).

Table 1: Demographic Statistics

	Frequency	Percent		Frequency	Percent
	Age			Gender	
20-22	89	35.2	Female	107	42.3
23-25	83	32.8	Male	146	57.7
26-28	23	9.1	Total	253	100.0
28+	46	18.2	Education qualification		

41 above	12	4.7	Advance diploma	30	11.9
Total	253	100.0	Bachelor	157	62.1
Different department					
Accounting	36	14.2	Diploma	20	7.9
HR	41	16.2	Master's degree	36	14.2
IT	21	8.3	Others	10	4.0
Marketing	28	11.1	Total	253	100.0
Others	127	50.2			
Total	253	100.0			
Occupation					
Branch manager	14	5.5			
Cashier	15	5.9			
Others	194	76.7			
Relationship manager	30	11.9			
Total	253	100.0			

Descriptive Analysis

In Table 2, contextual performance, Employee performance, and Task performance take the highest respondents with a mean value of (3.8232), (3.814), and (3.8047) respectively, and with the standard deviation value of (0.57754), (0.5424) and (0.60938). That means most of the bank's employees are affected by these factors. On the other hand, other factors in the banks sector take almost the same results namely employee training and development (3.6925) for mean (0.66607) for standard deviation, Transparent and equitable (3.6692) for the mean value, and (0.68589) for standard deviation value, Organizational planning (3.6545) mean (0.69317) standard deviation and performance management (3.626) mean and (0.53281) standard deviation. While the lowest respondent's shows in organizational governance and motivation are (3.5475) for the mean (0.69317) for standard deviation and (3.5095) for the mean (0.49969) for standard deviation respectively. From this result, we can understand that banking sectors take care of the planning of the bank and the higher performance of the employees to achieve banking goals in the right way.

Table 2: Overall descriptive statistics of constructs

Constructs	Mean	Std. Deviation
OG	3.5475	0.69317
MOV	3.5095	0.49969
ETD	3.6925	0.66607
TEP	3.6692	0.68589
ORP	3.6545	0.67117
FBS	3.6828	0.78038
TAP	3.8047	0.60938
COP	3.8232	0.57754
PEM	3.626	0.53281
EMP	3.814	0.5424

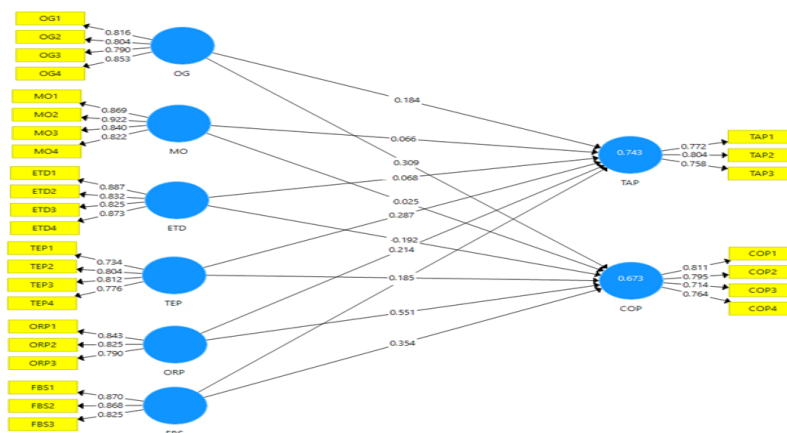
Note: OG-Organizational governance, MOV-Motivation, ETD-Employee training and development, TEP-Transparent and equitable, ORP-Organizational planning, FBS- Feed-back system, TAP- Task performance, COP-Contextual performance, PEM- Performance management, EMP-Employee's performance.

Results:

The participants were guaranteed confidentially and were informed that there were no correct or incorrect answers in order to reduce common method bias. The Harman one-factor test, which only accounted for 34% of the variance with a single component, did not meet the minimum requirement of 50% (Hameed et al., 2020). In addition, pilot research was conducted using a dataset consisting of 80 respondents, which was then analyzed for dependability. All the reliability values surpassed the recommended threshold of 0.70, as stated by Nunnally in 1978. The construct validity of the assessment has been evaluated using two commonly known methods: discriminant validity and convergent validity (Hair et al., 2010).

Analysis of Data

Figure 2: Structural Model



Note: OG-Organizational governance, MOV-Motivation, ETD-Employee training and development, TEP-Transparent and equitable, ORP-Organizational planning, FBS- Feed-back system, TAP- Task performance, COP-Contextual performance, PEM- Performance management, EMP-Employee's performance.

The study hypotheses were analyzed using the PLS-SEM method with the SmartPLS3.3.3 software. In order to carry out structural equation modeling (SEM), it is recommended to use a two-step analysis approach, which involves validating the measurement model and the inner structural model. Most modern scholars have recognized and established this practice as it has the unique ability to create hidden structures with significant conditions, such as dealing with non-normal research data and small to medium sample sizes (Hair et al., 2013; Hair et al., 2010). The designers of this investigation instrument (PLS-SEM) propose a two-step approach for analyzing the data. The initial stage involves verifying the external model, while the subsequent stage focuses on assessing the internal model of structural constructs. The current research focuses on a total of eight reflecting constructs. PLS-SEM is widely acknowledged as a generally accepted tool for determining completely objective path-coefficients in different models of behavioral research. This has been verified and confirmed through multiple recent studies in this field, as this method harnesses the extensive capabilities of modeling works with diverse underlying scenarios, such as non-normal datasets and small to medium sample sizes (Hair et al., 2013).

Measurement Model

The present study employs the reflecting model of measurement. The work requires all variables to be reflective in their nature. The initial stage of PLS-SEM involves evaluating the outer model by verifying the reliability and validity of the constructs being studied to ensure their applicability in the current situation (Hair et al., 2011; Hair et al., 2019). Prior to commencing this procedure, it is necessary to assess the convergent validity of all the scales in order to evaluate the outer model. The process involves analyzing the "composite reliability (CR)", "factor loadings", and "Average Variance Extracted (AVE)". Table 4 presents these statistics for scrutiny.

The initial stage in examining the measurement model involves analyzing the 'factor loadings' of the eight constructs. During the initial phase of analyzing factor loadings, it was observed that some of them displayed low values, necessitating their removal. It has been demonstrated that removing low loadings improves the overall outer model (Hair et al., 2013). This removal is supported since each element in a reflective structure is inquiring about the same viewpoint of a concept through different similar statements (Hair et al., 2010; Hair et al., 2013; Hair et al., 2019).

The outside loadings shown in Figure 2 were obtained by excluding the extremely low loadings during the initial implementation of PLS-SEM. The SEM analysis is repeated for the second time, excluding loadings that are very low. The purpose of elimination is to identify a cluster of loadings that are equal to or greater than the suggested threshold of 0.7. This allows us to determine if the outer model is suitable for further analysis. (Henseler et al., 2015; Hair et al., 2013; Chin et al., 2008;). In order to meet the assessment criterion of the model, some statements with values less than 0.7 have been included. This is in addition to considering the item loadings. Another important factor to consider is the average variance extracted (AVE), which should be more than 0.5 for each construct (Hair et al., 2013).

Table 3: Factor loading.

	COP	ETD	FBS	MO	OG	ORP	TAP	TEP
COP1	0.810							
COP2	0.800							
COP3	0.710							

COP4	0.760							
ETD1		0.890						
ETD2		0.830						
ETD3		0.820						
ETD4		0.870						
FBS1			0.870					
FBS2			0.870					
FBS3			0.830					
MO1				0.870				
MO2				0.920				
MO3				0.840				
MO4				0.820				
OG1					0.820			
OG2					0.800			
OG3					0.790			
OG4					0.850			
ORP1						0.840		
ORP2						0.830		
ORP3						0.790		
TAP1							0.770	
TAP2							0.800	
TAP3							0.760	
TEP1								0.730
TEP2								0.800
TEP3								0.810
TEP4								0.780

Note: OG-Organizational governance, MOV-Motivation, ETD-Employee training and development, TEP-Transparent and equitable, ORP-Organizational planning, FBS- Feed-back system, TAP- Task performance, COP-Contextual performance, PEM- Performance management, EMP-Employee's performance.

Table 4: Figures of Reliability and Convergent Validity

Constructs	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ORP	0.760	0.760	0.860	0.670
COP	0.770	0.780	0.850	0.600
ETD	0.890	0.920	0.920	0.730
FBS	0.820	0.830	0.890	0.730
MO	0.890	0.900	0.920	0.750
OG	0.840	0.910	0.890	0.670
TAP	0.680	0.680	0.820	0.610
TEP	0.790	0.800	0.860	0.610

Reliability and Convergent Validity

The degree to which the latent construct is replicated by its statements is sometimes referred to as its "composite reliability or CR". The current study reveals that all the CR values exceed the recommended threshold of 0.5 (Hair et al., 2013). The determination of the appropriateness of constructions based on their CR values is made simple with the recommended threshold value.

In the present situation, all eight constructions demonstrated dependable values (Table 2) in order to advance onto the subsequent stage of evaluating AVE values. In addition, when examining the AVE values of all constructs (as shown in Table 4), it is evident that they are significantly higher than the recommended threshold of 0.5 (Hair et al., 2013).

When the values of Cronbach's alpha, composite reliability, and average variance extracted (AVE) exceed the recommended thresholds, it is necessary to specifically assess the "discriminant validity" in the measurement model. Discriminant validity, as defined by Henseler et al. (2015), is the measure of dissimilarity among variables in a research study. This test is conducted to confirm that all the underlying concepts are clearly separate from each other and that they measure the intended variable in a distinct manner. Table 5 presents the discriminant validity of the constructs being examined, as determined by the Fornell & Larcker (1981) criterion. According to this method, the square root of the average variance recovered by a construct must be higher than the correlation between the construct and any other construct (Fornell & Larcker, 1981).

Table 5: Discriminant Validity of Constructs

Constructs	ORP	COP	ETD	FBS	MO	OG	TAP	TEP
ORP	0.820							

COP	0.680	0.770					
ETD	0.060	0.100	0.850				
FBS	0.210	0.530	0.130	0.850			
MO	0.200	0.250	0.010	0.300	0.860		
OG	0.120	0.050	0.750	0.200	0.140	0.820	
TAP	0.450	0.610	0.370	0.710	0.220	0.470	0.780
TEP	0.410	0.540	0.320	0.520	0.250	0.400	0.710
							0.780

Discriminant validity

Discriminant validity can be readily understood by the following testimonial. The fundamental concept behind discriminant validity is that each latent construct should have a greater amount of variance across its individual statements compared to other constructs (Hair et al., 2013; Seema et al., 2021). The limited level of correlation across different constructs indicates the presence of appropriate discriminant validity (Table 5). This appropriateness demonstrates the extent to which the model can be further evaluated.

Table 6: Path relationship

Hypotheses	Path Relationship	β	T Statistics	P Values
H1a	ORP -> COP	0.550	3.490	0.000
H1b	ORP -> TAP	0.210	2.880	0.000
H2a	ETD -> COP	0.190	3.060	0.002
H2b	ETD -> TAP	0.070	0.390	0.005
H3a	FBS -> COP	0.350	4.910	0.000
H3b	FBS -> TAP	0.490	3.480	0.000
H4a	MO -> COP	0.020	0.140	0.890
H4b	MO -> TAP	0.070	0.410	0.680
H5a	OG -> COP	0.310	4.180	0.004
H5b	OG -> TAP	0.180	2.780	0.003
H6a	TEP -> COP	0.190	2.910	0.001
H6b	TEP -> TAP	0.290	3.760	0.000

Note: OG-Organizational governance, MOV-Motivation, ETD-Employee training and development, TEP-Transparent and equitable, ORP-Organizational planning, FBS- Feed-back system, TAP- Task performance, COP-Contextual performance, PEM- Performance management, EMP-Employee’s performance.

Structural Equation Modeling:

The next stage after analyzing the exterior model is to assess the inner parameters for measuring the structural model. The evaluation is conducted using broad parameters, specifically β , which are referred to as "path coefficients". Firstly, an analysis is conducted to investigate the links among all the constructs being studied. The derived structural model resulting from the execution of Structural Equation Modeling (SEM) in the software Smart PLS 3.3.3 is depicted in Figure 2. As indicated in the assessment of the measurement model, all the constructs demonstrated appropriate "item or factor loadings" of 0.70 or higher, as mentioned by Henseler et al. (2015), Hair et al. (2013), and Chin et al. (2008). This fact demonstrates its suitability as an external model. Next, we will analyze the Path Coefficients (β) values in the assessment of the structural model. The path coefficients in the inner structural model, as shown in figure 2, are analyzed in the order of the hypotheses stated in the research design. The results of the hypothesis testing reveal significant insights into the relationships between various organizational factors and employee performance metrics. Organizational planning (ORP) shows a strong, positive, and statistically significant impact on both contextual performance (COP) and task performance (TAP), with β values of 0.550 and 0.210, respectively. This indicates that well-structured organizational planning can greatly enhance employees' overall performance and specific task efficiency. Employee training and development (ETD) also positively influence contextual performance ($\beta = 0.190$, $P = 0.002$), though its effect on task performance is weaker ($\beta = 0.070$, $P = 0.005$). Feedback systems (FBS) have a strong positive relationship with both contextual and task performance, with β values of 0.350 and 0.490, respectively, suggesting that effective feedback mechanisms are crucial for improving various performance aspects. In contrast, motivation (MO) does not significantly impact either contextual ($\beta = 0.020$, $P = 0.890$) or task performance ($\beta = 0.070$, $P = 0.680$), indicating that other factors might be more critical in driving performance within the studied context. Organizational governance (OG) positively affects both contextual ($\beta = 0.310$, $P = 0.004$) and task performance ($\beta = 0.180$, $P = 0.003$), suggesting that strong governance structures are beneficial for performance enhancement. Transparent and equitable practices (TEP) also positively impact contextual ($\beta = 0.190$, $P = 0.001$) and task performance ($\beta = 0.290$, $P = 0.000$), underscoring the importance of fairness and transparency in organizational practices for boosting performance.

V. Discussion

The findings from the hypothesis testing provide valuable insights into how various organizational factors influence employee performance, both in terms of contextual performance (COP) and task performance (TAP). This discussion delves into the implications of these relationships, their strengths, and areas where further research might be needed.

The results shows that strong, positive relationship between organizational planning and both contextual and task performance ($\beta = 0.550$ for COP and $\beta = 0.210$ for TAP) suggests that strategic planning is crucial for overall employee effectiveness. Organizational planning involves setting goals, outlining steps to achieve these goals, and allocating resources efficiently. When employees have clear, structured plans to follow, they can perform their tasks more effectively and contribute more meaningfully to the organizational environment. The significant T-statistics (3.490 for COP and 2.880 for TAP) and P-values (both 0.000) confirm the robustness of these findings, indicating that organizational planning is a critical driver of performance. Employee training and development positively influence contextual performance ($\beta = 0.190$, $P = 0.002$), highlighting the importance of ongoing professional development. Training equips employees with the necessary skills and knowledge, enhancing their ability to perform well in various situations, thus contributing to COP. However, the weaker relationship with task performance ($\beta = 0.070$, $P = 0.005$) suggests that while training helps employees perform their roles better within a broader context, it might not directly translate to immediate task-specific improvements. This discrepancy might be due to the nature of the tasks or the type of training provided, indicating a need for more tailored training programs that directly address task-specific skills. The data shows that feedback systems have a substantial positive impact on both contextual and task performance ($\beta = 0.350$ for COP and $\beta = 0.490$ for TAP). Feedback mechanisms provide employees with information on their performance, helping them identify areas for improvement and reinforcing positive behaviors. The high T-statistics (4.910 for COP and 3.480 for TAP) and significant P-values (both 0.000) underline the importance of effective feedback. Organizations should invest in comprehensive feedback systems that offer regular, constructive feedback to enhance both overall performance and task execution.

Interestingly, motivation does not significantly impact either contextual or task performance ($\beta = 0.020$, $P = 0.890$ for COP and $\beta = 0.070$, $P = 0.680$ for TAP). This finding challenges the conventional wisdom that motivation is a primary driver of performance. It suggests that in this particular context, other factors such as organizational structure, resources, or external incentives might play a more significant role. This opens up new avenues for research to explore why motivation does not significantly affect performance here and what other factors might be more influential. Organizational governance positively affects both contextual and task performance ($\beta = 0.310$, $P = 0.004$ for COP and $\beta = 0.180$, $P = 0.003$ for TAP). Strong governance structures provide a clear framework for decision-making and accountability, which supports better performance outcomes. Employees working under well-defined governance are likely to have clearer roles and responsibilities, contributing to both their contextual contributions and specific task achievements. Transparent and equitable practices also have a significant positive impact on both contextual ($\beta = 0.190$, $P = 0.001$) and task performance ($\beta = 0.290$, $P = 0.000$). When organizations operate transparently and equitably, employees are more likely to feel valued and fairly treated, which can enhance their engagement and performance. The moderate to strong relationships found here emphasize the importance of fostering a fair and transparent workplace to drive performance.

These include organizational culture, which promotes a performance-oriented environment, effective leadership and management styles that provide motivation and guidance, and continuous training and development to keep employees updated with industry standards. Structured and fair performance appraisal systems, along with incentive and reward systems, play a significant role by offering both financial and non-monetary rewards. Additionally, a conducive work environment, employee engagement, and involvement in decision-making processes are crucial for enhancing performance. Performance management helps improve the performance of banking employees by setting clear and achievable goals, providing regular feedback, and fostering open communication. It identifies skill gaps and offers targeted training, increasing employee competencies. By recognizing and rewarding high performance, these systems boost motivation and engagement, establish accountability, and support performance improvement plans for underperforming employees.

The present level of performance management and employee performance in banks varies, but several trends are evident. Digital tools have been integrated to enhance performance tracking, and there is a shift towards continuous performance management with regular feedback. Banks are investing in training programs and adopting employee-centric approaches that emphasize personal growth and work-life balance. Efforts to improve diversity and inclusion are also reflected in performance management practices, and data-driven decision-making is becoming more prevalent. Performance management significantly affects banking employees' performance by increasing productivity and improving the quality of work. It enhances employee

morale through recognition and rewards, aligns individual goals with organizational objectives, and fosters skill enhancement. Moreover, it instils a sense of accountability and ownership, encouraging employees to take initiative and contribute to organizational success.

VI. Conclusion:

The findings of this study highlight the intricate relationship between organizational factors and employee performance. Strategic planning emerges as a key determinant, emphasizing the importance of providing clear objectives and structured guidance for employees to excel in both contextual and task performance. The significant impact of feedback systems underscores the necessity of regular and constructive feedback to facilitate continuous improvement. However, while employee training positively influences contextual performance, its weaker association with task performance suggests a need for a tailored approach to bridge this gap effectively. Moreover, the study challenges traditional assumptions by revealing the limited impact of motivation on performance, prompting further exploration of alternative drivers within specific organizational contexts. Additionally, robust governance structures and transparent, equitable practices are identified as crucial drivers of employee performance, fostering accountability, role clarity, and a conducive work environment. Overall, these insights offer valuable guidance for organizational leaders seeking to optimize employee performance and drive organizational success, while also highlighting avenues for future research to deepen our understanding of the complex dynamics at play.

Implications of the study

The results of this study suggest several actionable strategies for organizations aiming to enhance employee performance. First, emphasizing organizational planning by developing and clearly communicating plans and goals can align employee efforts with organizational objectives, leading to improved performance. Investing in ongoing, tailored training programs is essential to enhance both general competencies and task-specific skills, ensuring that employees are well-equipped to meet the demands of their roles. Implementing effective feedback systems, with regular and constructive feedback, can help employees continuously improve and stay engaged. Strengthening governance structures is also crucial, as clear roles, responsibilities, and accountability frameworks support better performance outcomes. Finally, promoting transparency and equity in the workplace can significantly enhance employee morale and performance by fostering a culture of fairness and openness. These strategies collectively create a supportive and efficient work environment that drives both contextual and task-specific performance improvements.

Limitation and Future research:

While the findings of this study provide valuable insights into the relationships between organizational factors and employee performance, several limitations should be considered. Firstly, the cross-sectional design captures data at a single point in time, which limits the ability to establish causality or determine the direction of the relationships between variables. Secondly, the results are based on a specific sample, potentially limiting their generalizability across different industries and cultural contexts. Additionally, the reliance on self-reported data introduces biases such as social desirability and recall bias, which can affect the accuracy of the results. The study also focuses on specific organizational factors, omitting other potential influences like organizational culture, leadership style, employee personality traits, and external economic conditions. The unexpected finding that motivation does not significantly impact performance suggests that the measurement of motivation might not fully capture its complexity. Moreover, the structural equation model, while sophisticated, may oversimplify the complex interactions within organizations. The method of data collection, such as surveys or interviews, might also influence responses, introducing response bias. Addressing these limitations in future research would enhance the robustness and applicability of the findings, providing a more comprehensive understanding of the factors driving employee performance in various organizational contexts. Moreover, Future research could explore the conditions under which motivation significantly impacts performance and identify other factors that might be more influential in different organizational contexts. Additionally, examining the specific types of training that most effectively enhance task performance could provide more nuanced insights.

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