

“Factors influencing employee performance and their impact on productivity: A study of commercial banks in Bangladesh”

AUTHORS	Md. Atikur Rahaman   Rupali Dilip Taru   Aman Gupta  Vikash Prajapat   Md. Abdul Latif Mahmud 
ARTICLE INFO	Md. Atikur Rahaman, Rupali Dilip Taru, Aman Gupta, Vikash Prajapat and Md. Abdul Latif Mahmud (2023). Factors influencing employee performance and their impact on productivity: A study of commercial banks in Bangladesh. <i>Banks and Bank Systems</i> , 18(2), 127-136. doi: 10.21511/bbs.18(2).2023.11
DOI	http://dx.doi.org/10.21511/bbs.18(2).2023.11
RELEASED ON	Monday, 29 May 2023
RECEIVED ON	Wednesday, 15 March 2023
ACCEPTED ON	Tuesday, 09 May 2023
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Banks and Bank Systems"
ISSN PRINT	1816-7403
ISSN ONLINE	1991-7074
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

59



NUMBER OF FIGURES

2



NUMBER OF TABLES

4

© The author(s) 2023. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 15th of March, 2023

Accepted on: 9th of May, 2023

Published on: 29th of May, 2023

© Md. Atikur Rahaman, Rupali Dilip Taru, Aman Gupta, Vikash Prajapat, Md. Abdul Latif Mahmud, 2023

Md. Atikur Rahaman, Ph.D., Associate Professor, School of Management, Jiujiang University, Jiangxi, China. (Corresponding author)

Rupali Dilip Taru, Ph.D., Assistant Professor, Department of Management Studies, Bharati Vidyapeeth, India.

Aman Gupta, Ph.D., Assistant Professor, Shri Jagdishprasad Jhabarmal Tibrewala (JJT) University, India.

Vikash Prajapat, Research Scholar, Nirwan University, Jaipur, India.

Md. Abdul Latif Mahmud, Senior Lecturer, World School of Business, World University of Bangladesh, Bangladesh.



This is an Open Access article, distributed under the terms of the [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted re-use, distribution, and reproduction in any medium, provided the original work is properly cited.



Conflict of interest statement:

Author(s) reported no conflict of interest

Md. Atikur Rahaman (China), Rupali Dilip Taru (India), Aman Gupta (India), Vikash Prajapat (India), Md. Abdul Latif Mahmud (Bangladesh)

FACTORS INFLUENCING EMPLOYEE PERFORMANCE AND THEIR IMPACT ON PRODUCTIVITY: A STUDY OF COMMERCIAL BANKS IN BANGLADESH

Abstract

Employees are the most valuable part of every organization in the world, and the success of the organization depends on how well its employees do their jobs. Nowadays, commercial banks in Bangladesh are growing overwhelmingly, so the competition is enhancing one bank to another. Employee performance at the firm level and workplace productivity has not been empirically studied in the context of Bangladesh. The purpose of this study is to find out the variables that affect how well employees at banking institutions in Bangladesh do their jobs. People who worked in private banks in Bangladesh were the focus of this study and the final sample size was 250. The sample size was suitable for quantitative regression analysis. The questionnaire was sent to the e-mail ids of employees, and the questionnaires were adopted from the previous studies. To test the model and hypothesis, SPSS is used to analyze collected data in this study. The regression analysis was duly run with using the SPSS 26.0 version. The study shows that competence, compensation, leadership, and motivation have a big and good effect on how well employees do their jobs in regard to private commercial banks in Bangladesh. So, bank authorities should identify the factors influencing the improvement of the performance of bank employees, and they need to focus on employee productivity-enhancing activities.

Keywords

employee performance, competence, leadership, motivation, compensation, productivity

JEL Classification

M10, M12, O30

INTRODUCTION

Human resources are considered the key indicator of developing organizational performance and employee performance where the organization can easily achieve goals within their specified time (Pradhan & Jena, 2017; Sadick & Kamardeen, 2020). Today's market is regarded as a fierce market, and competitors are competing with one another regarding providing attractive services to customers (Jung & Yoon, 2020). But a company's reputation rests on how well its employees do their jobs and how well the company itself does, so the management of every organization needs to maintain employee performance to stay in the competitive market (Song et al., 2019). Even though the business already has modern technology, the organization cannot work without people. But workers are seen as the company's biggest asset (Bedarkar & Pandita, 2014), human resource management is crucial because it provides leadership and guidance to the organization's human resources (Ai et al., 2022; Bashir & Ramay, 2008). Nowadays, banking organizations referred to as the economy's vital organs which is the key indicator of the economy of a nation (Jahan et

al., 2020; Ahmed et al., 2021). The banking sector is growing rapidly in Bangladesh (Islam et al., 2021; Islam & Bhuiyan, 2021). Employees are the largest asset to produce products effectively and efficiently in an organization (Devonish, 2013; El-Zeiny, 2012). However ultimately, a company's success hinges on the caliber of its leadership, decision quality, and information quality of its measurement and proportion (Mozaffari et al., 2012). Several variables, including those related to happiness on the work, accountability factors, motivation parameters, guidance elements, performance aspects, remuneration characteristics, and work environment variables and communication factors, as well as work experience factors, directly affect employee performance, and employee performance affects productivity (Karim et al., 2015; Khan et al., 2011). In this study, there are four crucial factors that have a major effect on employee performance, namely competence, compensation, leadership, and motivation (Zayed et al., 2022). The main objective of this study is to determine the excellent human resource management as a lens through which to examine the issues affecting staff working capacity.

In the banking industry, employee performance is a vital aspect of company success (Güngör, 2011). The overall banking sector has expanded significantly over the years (Rahaman et al., 2020; Gazi et al., 2021), and the effectiveness of these institutions depends on the work of its personnel (Achi & Sleilati, 2016). Customers' delight is a top priority in this fiercely competitive market, therefore banks must work hard to deliver top-notch customer service (Jahan et al., 2020; Ahmed et al., 2021). Bank staff members that behave well are more likely to provide customers with exceptional service, resulting in higher client satisfaction, engagement, and loyalty. Also, the effectiveness and profitability of all banking institutes depend greatly on employee performance (Jena, 2022). Banks have intricate procedures that require qualified and knowledgeable banking staff to carry out duties all financial duties smoothly and effectively. Employees that act well seem to be more probable to finish assignments quickly and efficiently, resulting in enhanced output and profit for the bank. Banks with a focus on staff development, review meeting, and coaching are more likely to increase financial growth and output. Strong employee performance can boost a bank's credibility along with improving financial profit and brand image (Khan et al., 2017). Since the banking sector is tightly controlled, preserving client trust and confidence hinges on maintaining an excellent reputation. A positive organizational climate that preserves professional norms and values can be fostered by productive employees, which will benefit a bank's standing. Banks that spend on their staff members by offering them the knowledge and financial education they need are more likely to accomplish greater client fulfillment, operational efficiency, and economic performance. In order to succeed and develop over the long run, banks must put employee performance first. Actually, organizational performance depends on employee performance, and productivity depends on employee performance. Therefore, the management of banks needs to determine factors influencing employee performance for producing goods and services for the customers, and the contributions of workers are crucial if a company is to survive in a dynamic marketplace.

1. LITERATURE REVIEW

Competence (COMP) is defined superior understanding, competence, and proficiency of an employee that are considered an essential component that which is something an individual with more competence from other people with average competencies (Mitchell & Albright, 1971). On the other hand, a person's physical and mental faculties combine to generate their "competency," or their "ability or capacity" to carry out the many duties required of them at work (Ridwan et al., 2020; Danaei & Hosseini, 2013). Besides, job

competence is having the ability to execute a role or the potential in a person that engages knowledge, skills, attitude, abilities, qualifications and so on in accordance with established standards (Tuțu & Constantin, 2012; Gangani et al., 2006). Henceforth, competence assists people in performing better duties and responsibilities, which facilitates the timely completion of organizational objectives. Previous studies also recommend that competence is a vital factor for establishing organizational performance and employee performance in an organization. On top of it, according to the needed performance standards, competence is

defined as a set of skills and knowledge and the ability to use these skills and knowledge in a job or company or across industries, which is divided into two parts, for example, technical competence (level of education, ability to analyze, and work experience) and non-technical competence (attitude, flexibility, self-confidence, and self-control have a direct impact on employee performance (Swanson et al., 2020).

Compensation (COMPEN) is defined as the financial and nonfinancial perks of employees that is given by the employer to employee for exchanging contribution in the organization (Xiao & Cooke, 2020). On the other hand, compensation is regarded as the wages, salary, incentives, bonus, rewards and monetary and non-monetary facilities of employees, which create attraction among workers to work enthusiastically and willingly for an organization (Prajapat et al., 2022; Arnolds & Boshoff, 2002). Besides, the term “compensation” refers to the portion (or portion) of the reward system that is only associated with the financial component (Long & Sigh, 2017). However, pay is the whole thing workers get in return for their efforts from the employer due to their effective and efficient hard labor (Widodo et al., 2017). Employees are considered compensated for all services rendered, whether in the form of monetary payment or in-kind benefits (Danaei & Hosseini, 2013; Murphy, 2008). Henceforth, compensation is a major ingredient that has a positive and significant impact on employee performance (Mozaffari et al., 2013). Previous studies also said that attractive compensation packages are the key indicator of growing motivation among employees, which assists to work attentively that is related with better performance (Nawab & Bhatti, 2011).

Leadership (LEAD) is defined as the ability to influence work enthusiastically to achieve organizational goals (Ahsana et al., 2013; Eliyana & Ma'arif, 2019). On the other hand, leadership is seen as something that a leader possesses naturally, in the form of skills and characteristics (Samuel & Chipunza, 2009). Besides, to persuade people to work together toward common goals, leaders must be able to structure their interactions with them in such a way that they feel motivated to do so. However, a good leader can establish cordial relationship between the leader and employees, which

supports growing employee performance. From the previous studies it can be said that leadership is the key indicator to create good performance among the employees of an organization. Another study also recommends that leadership influences people or a group of people to work through maintaining ability, capability, and personality. A study discovered a strong correlation between leadership abilities and workplace productivity (Samul, 2019). According to one study, inspirational and motivating people, to reach their ambitions through transformational leadership, had the strongest positive effect on work output (Misra & Srivastava, 2018). Job success may be substantially improved through transformational leadership and certain leadership practices like goal-setting and assessment (Alsayed et al., 2020).

Motivation (MOTV) means to inspire people to do work willingly for achieving goals of an organization (Yuan et al., 2021; Kovach, 1995). As an alternative, motivation might be thought of as the extra benefits of employees that is given by an employer to an employee (Boxall et al., 2013). Workplace motivation indicates the passion, hunger or urge that actually employees have to do well in their jobs (Mahmoud et al., 2021). It contains all of the elements that affect a person's willingness and capacity to work toward accomplishing their professional objectives and goals in life (Jin, 1993). However, motivation is the key issue to create inspiration among employees to engage in work confidently that helps to achieve common objectives of an organization (Yuan et al., 2022). A key element in determining employee productivity, job happiness, and growth of an organization is workplace motivation (Martín Cruz et al., 2009). Therefore, according to Rietveld et al. (2021), motivation can be understood as an impulse that comes from inside or as an internal tension. It is something that causes, channels, and is the background that underlies a person's conduct. Not only do participants in a given activity differ in terms of their abilities, but they also diverge in terms of how committed they are to seeing the action through to its conclusion (Uka & Prendi, 2021). Personnel who are inspired seem to be more likely to be enthusiastic about their jobs, dedicated to their companies, and effective in their positions (Christensen et al., 2020). By building a job atmosphere that encourages employee motivation, using

elements like liberty, acknowledgement, reinforcement, and incentives for professional development and growth, corporations may increase staff performance. Another study showed a number of elements, such as goal-setting, a positive work atmosphere, and career progression, were associated with increased worker incentive (Lohela-Karlsson et al., 2022).

2. RESEARCH OBJECTIVE AND HYPOTHESES DEVELOPMENT

This study’s objective is to identify the important characteristics that have the potential to influence the levels of performance and productivity exhibited by employees in the workplace. This study proposes the following hypotheses based on the extensive literature review.

- H1: *There is an association between bank employees’ levels of competence (COMP) and the performance of those personnel.*
- H2: *There is an association between bank employees’ levels of compensation (COMPEN) and the performance of those personnel.*
- H3: *There is an association between bank employees’ levels of leadership (LEAD) and the performance of those personnel.*
- H4: *There is an association between bank employees’ levels of motivation (MOTV) and the performance of those personnel.*

3. METHODOLOGY

Employees of commercial banks in Bangladesh were the focus of this quantitative and exploratory study, which included employees of commercial banks in Bangladesh as an interest group. To obtain data for this study, primary sources of information were used where an online survey questionnaire were adopted from the previous studies. Because of the significant number of people working in commercial financial institutions, this study relied on a non-probabilistic sample selection strategy. For data collection, 300 questionnaires were sent to the respondents’ e-mail ids, collected from different branches of commercial banks in Bangladesh. There were 280 replies total, however 30 were discarded because of insufficient data of a survey questionnaire. Henceforth the sample size was $n = 250$, and the rate of responses was 93%. Explanations were made to the survey questionnaire to make it more user-friendly for responders based on the selected constructs like competence, compensation, leadership and motivation. The survey form consisted of two parts, one part indicates demographic information and part two mentions survey questionnaires on study variables. The data were collected using a Likert scale of one to five points, with 1 representing a strong disapproval and 5 a strong agreement, for each topic in the questionnaire. The research model and hypotheses were put through testing in SPSS 26.0, with a 5% significance level being employed for the tests. A Cronbach Alpha () score of 0.70 or higher was regarded adequate for measuring the reliability of the constructs in this study.

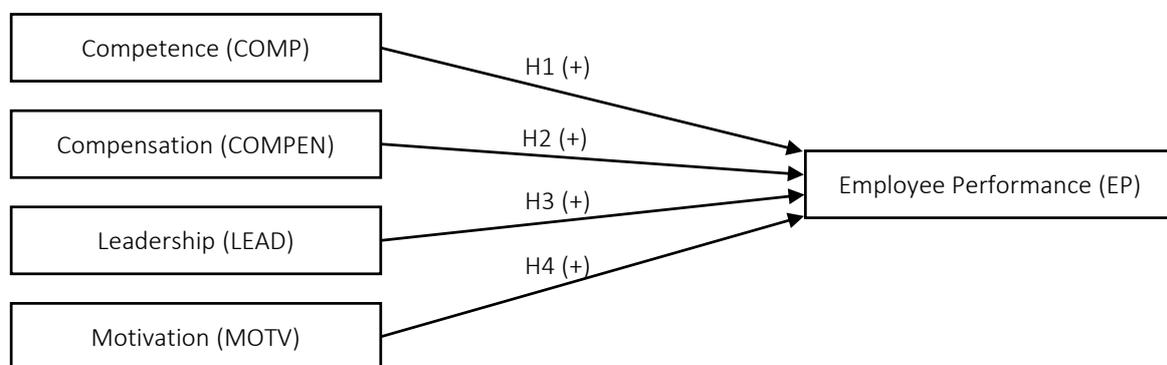


Figure 1. Framework of the study

Table 1. Reliability and validity analysis

Construct	Items	Loading	Cronbach (α) value
Competence (COMP)	COMP1	0.756	0.772
	COMP2	0.867	
	COMP3	0.968	
	COMP4	0.949	
Compensation (COMPEN)	COMPEN1	0.685	0.846
	COMPEN2	0.789	
	COMPEN3	0.989	
	COMPEN4	0.697	
Leadership (LEAD)	LEAD1	0.769	0.893
	LEAD2	0.967	
	LEAD3	0.658	
	LEAD4	0.680	
Motivation (MOTV)	MOTV1	0.687	0.747
	MOTV2	0.965	
	MOTV3	0.879	
	MOTV4	0.697	
Employee Performance (EMPER)	EMPER1	0.867	0.894
	EMPER2	0.892	
	EMPER3	0.695	

Table 1 shows that the study's factors were found to be reliable enough where the constructs of competence, compensation, leadership and motivation were found reliable: competence ($\alpha = 0.772$); compensation ($\alpha = 0.846$); leadership ($\alpha = 0.893$); and motivation ($\alpha = 0.747$). Competence (COMP) is measured by four items, and this variable is adopted from Zhou et al. (2018). Compensation (COMPEN) is measured by four items, and this variable is adopted from Kim and Jang (2020). Leadership (LEAD) is measured by four items, and this variable is adopted from Zheng et al. (2020). Motivation (MOTV) is measured by four items, and this variable is adopted from Chien et al. (2020). Dependent variable, entrepreneurial performance (ENT PERF), is measured by three items, and this variable is adopted from Tripathi et al. (2020).

4. RESULTS AND DISCUSSION

Table 2. Demographic information analysis

Description	Frequency	Percent
Gender		
Male	180	72
Female	70	28
Age		
25-35 years	60	24
36-45 years	80	32

Description	Frequency	Percent
46-55 years	60	24
Above 55 years	50	20
Marital Status		
Single	160	64
Married	90	36
Job Experience		
0-5 years	90	36
6-10 years	70	28
11-15 years	50	20
Above 15	40	16

In this study, the total sample size was $n = 250$. Among them, the number of male respondents was 72% ($n = 180$), and the females were 28% ($n = 70$). In terms of age, there were 24% between 25-35 years, while 32% were between 36-45 years, and 60 respondents were between 46-55 years, with the rate of 24%. Among the respondents, there were 20% above 55 years, where the number was 50. On the other hand, in terms of marital status, 64% respondents were single ($n = 160$), and 36% were married ($n = 90$). According to job experience, 36% were between 0-05 years, while 28% were between 6-10 years ($n = 70$). On the other hand, there were 50 respondents whose age was between 11-15 years, the rate was 20%, and finally, 16% were above 15 years ($n = 40$).

In terms of regression analysis, the variance of this study is $R^2 = 0.469$, or 46.90%, which indicates four independent variables such as competence, compensation, leadership, and motivation, and the 5% threshold is met for these variables, which determines that the mentioned variables have a positive and significant effect on how well bank employees in commercial banks in Bangladesh do their jobs.

Hypothesis one (H1) indicates that competence has a substantial and advantageous impact on worker performance, and at the 5% level of probability, it is considered valid ($\beta = 0.845$, $p < 0.05$). From the previous studies it can be assumed that competence has a significant impact on employee performance, which assists to grow productivity of an organization. Hypothesis two (H2) indicates that compensation, which is at the 5% level of probability, is considered valid ($\beta = 0.785$; $p < 0.05$), which has a positive relationship with employee performance. Also, this result is consistent with past studies. Previous studies also recommend that compensation creates inspira-

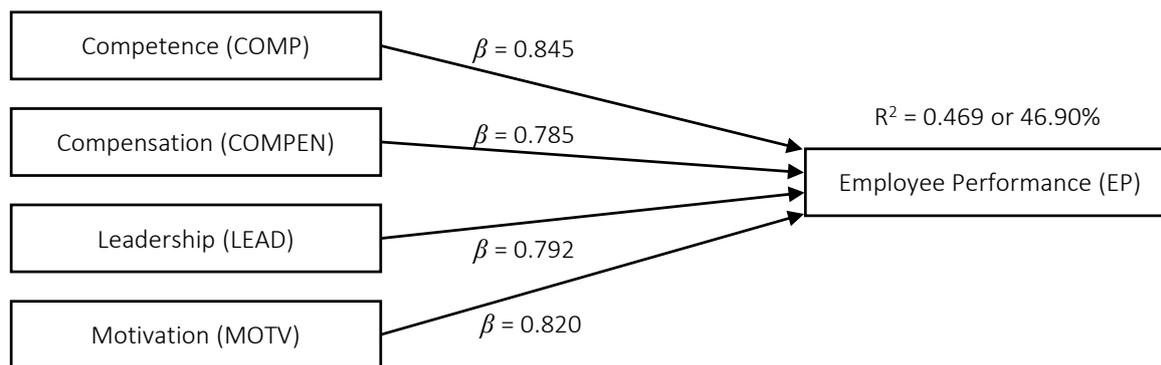


Figure 2. Regression results

Table 3. Regression analysis

Variables	Beta-value	t- value	Sig.	Tolerance	VIF	Decision
Competence	0.845	4.743	0.000**	0.967	2.456	Accepted
Compensation	0.785	3.688	0.000**	0.943	2.897	Accepted
Leadership	0.792	3.875	0.000**	0.867	2.457	Accepted
Motivation	0.820	4.367	0.000**	0.896	2.987	Accepted

Note: $R^2 = 0.469$ or 46.90%; Durbin Watson value = 1.657; Dependent variable: Employee performance; ** Significant at 5% (n = 250).

Table 4. Hypothesis testing summary

Proposed Hypotheses	Decision
H1: There is an association between bank employees’ levels of competence (COMP) and the performance of those personnel	Accepted
H2: There is an association between bank employees’ levels of compensation (COMPEN) and the performance of those personnel	Accepted
H3: There is an association between bank employees’ levels of leadership (LEAD) and the performance of those personnel	Accepted
H4: There is an association between bank employees’ levels of motivation (MOTV) and the performance of those personnel	Accepted

tion among employees, resulting in incremental productivity gains. Hypothesis three (H3) means the leadership, which influences others to work enthusiastically. This finding shows that leadership has a positive and significant impact on employee performance, that is at the 5% level of probability, it is considered valid ($\beta = 0.792$, $p < 0.05$), where this result is related to past studies. Previous studies also explained that leadership

has a positive and significant impact on employee performance, which assists to increase productivity. Furthermore, H4 mentions that motivation has a positive and significant effect on employee performance, which is at the 5% level of probability, is considered valid ($\beta = 0.820$, $p < 0.05$). Prior studies show that motivation is the key indicator in creating inspiration for employee performance (Yuan et al., 2022).

CONCLUSION

The success of an organization depends on organizational performance, which depends on employee performance. Employees’ positive performance brings happiness among the management and employees, so the organization can easily obtain its objectives. Nowadays, the banking sector is growing rapidly in Bangladesh, where the competition is increasing from one bank to another, so performance is crucial to stay in this competitive market. In this study, competence, leadership, compensation, and motivation are the significant factors of employee performance that positively affect employee performance. In this

study, the variance was 78.90%, indicating the impact on employee performance. The findings of this investigation also recommended that management at banks should investigate the aspects that contribute to employee performance in an environment that is appealing to workers. The main objective of this study is to determine the factors influencing employee performance and their impact on productivity in an organization. The management of a bank must find out the factors that affect the performance of employees in order to remain in the globalization market. Furthermore, every employee is considered as the significant asset of an organization, and their performance plays an important role in achieving common goals. Thus, banking authorities must develop new strategies to improve the efficiency of employees in order to achieve the goals of an organization.

AUTHOR CONTRIBUTIONS

Conceptualization: Md. Atikur Rahaman, Rupali Dilip Taru.

Data curation: Md. Atikur Rahaman, Rupali Dilip Taru.

Formal analysis: Aman Gupta, Vikash Prajapat, Md. Abdul Latif Mahmud.

Funding acquisition: Aman Gupta, Vikash Prajapat, Md. Abdul Latif Mahmud.

Investigation: Md. Atikur Rahaman, Rupali Dilip Taru.

Methodology: Md. Atikur Rahaman, Rupali Dilip Taru.

Project administration: Aman Gupta, Vikash Prajapat, Md. Abdul Latif Mahmud.

Resources: Aman Gupta, Vikash Prajapat.

Software: Rupali Dilip Taru.

Supervision: Rupali Dilip Taru, Aman Gupta.

Validation: Aman Gupta, Vikash Prajapat, Md. Abdul Latif Mahmud.

Visualization: Aman Gupta, Vikash Prajapat, Md. Abdul Latif Mahmud.

Writing – original draft: Md. Atikur Rahaman, Rupali Dilip Taru, Aman Gupta, Vikash Prajapat.

Writing – reviewing & editing: Md. Atikur Rahaman, Rupali Dilip Taru, Md. Abdul Latif Mahmud.

REFERENCES

- Achi, S. E., & Sleilati, E. (2016). The effect of coaching on employee performance in the human resource management field: the case of the Lebanese banking sector. *International Journal of Trade and Global Markets*, 9(2), 137-169. <https://doi.org/10.1504/IJTGM.2016.076321>
- Ahmed, S., Islam, R., & Al-Asheq, A. (2021). Prospective Customers' Behavioural Intention towards Islamic Microfinance Services in Bangladesh. *Institutions and Economies*, 13(2), 101-123. <http://dx.doi.org/10.22452/IJIE.voll3no2.4>
- Ahsana, N., Foonga, Y. P., Alamb, S. S., & Gun Fiea, D. Y. (2013). Relationship between retention factors and affective organizational commitment among knowledge workers in Malaysia. *Journal of Business Economics and Management*, 14(5), 903-922. <http://dx.doi.org/10.3846/16111699.2012.701226>
- Ai, Y., Rahman, M. K., Newaz, M. S., Gazi, M. A. I., Rahaman, M. A., Al Mamun, A., & Chen, X. (2022). Determinants of patients' satisfaction and trust toward healthcare service environment in general practice clinics. *Frontiers in Psychology*, 13, 1-19. <https://doi.org/10.3389/fpsyg.2022.856750>
- Alsayed, N. M., Suifan, T. S., Sweis, R. J., & Kilani, B. A. (2020). The impact of transformational leadership on organisational performance case study: The University of Jordan. *International Journal of Business Excellence*, 20(2), 169-190. <https://doi.org/10.1504/IJBEX.2020.105356>
- Arnolds, C. A., & Boshoff, C. (2002). Compensation, esteem valence and job performance: an empirical assessment of Alderfer's ERG theory. *International Journal of Human Resource Management*, 13(4), 697-719. <https://doi.org/10.1080/09585190210125868>
- Bashir, S., & Ramay, M. I. (2008). Determinants of Organizational Commitment a Study of Information Technology Professionals in Pakistan. *Journal of Behavioral & Applied Management*, 9(2), 226-238. <https://doi.org/10.21818/001C.17126>
- Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, 133, 106-115. <https://doi.org/10.1016/j.sbspro.2014.04.174>
- Boxall, P., Macky, K., & Rasmussen, E. (2003). Labor Turnover and Retention in New Zealand: The Causes and Consequences of Leaving and Staying with Employers. *Asia*

- Pacific Journal of Human Resources*, 41(2), 196-214. <http://dx.doi.org/10.1177/10384111030412006>
10. Chien, G. C., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality & Tourism*, 19(4), 473-495. <https://doi.org/10.1080/15332845.2020.1763766>
 11. Christensen, M., Dyrstad, J. M., & Innstrand, S. T. (2020). Academic work engagement, resources and productivity: Empirical evidence with policy implications. *Studies in Higher Education*, 45(1), 86-99. <https://doi.org/10.1080/03075079.2018.1517304>
 12. Danaei, A & Hosseini, A. (2013). Performance measurement using balanced scorecard: A case study of pipe industry. *Management Science Letters*, 3(5), 1433-1438. <http://dx.doi.org/10.5267/j.msl.2013.04.004>
 13. Devonish, D. (2013). Workplace bullying, employee performance and behaviors: The mediating role of psychological well-being. *Employee Relations*, 35(6), 630-647. <https://doi.org/10.1108/ER-01-2013-0004>
 14. Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144-150. <https://doi.org/10.1016/j.ie-deen.2019.05.001>
 15. El-Zeiny, R. M. A. (2012). The interior design of workplace and its impact on employees' performance: A case study of the private sector corporations in Egypt. *Procedia-Social and Behavioral Sciences*, 35, 746-756. <https://doi.org/10.1016/j.sbspro.2012.02.145>
 16. Gangani, N., McLean, G. N., & Braden, R. A. (2006). A competency-based human resource development strategy. *Performance Improvement Quarterly*, 19(1), 127-139. <https://doi.org/10.1111/j.1937-8327.2006.tb00361.x>
 17. Gazi, M. A. I., Rahaman, M. A., Hossain, G., Ali, M. J., & Mamoon, Z. (2021). An empirical study of determinants of customer satisfaction of banking sector: Evidence from Bangladesh. *The Journal of Asian Finance, Economics and Business*, 8(2), 497-503. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0497>
 18. Güngör, P. (2011). The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks. *Procedia – Social and Behavioral Sciences*, 24, 1510-1520. <https://doi.org/10.1016/j.sbspro.2011.09.029>
 19. Islam, K. M. A., & Bhuiyan, A. B. (2021). Determinants of the effectiveness of internal Shariah audit: Evidence from Islamic banks in Bangladesh. *The Journal of Asian Finance, Economics and Business*, 8(2), 223-230. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0223>
 20. Islam, K. M. A., Sadekin, M. S., Rahman, M., Chowdhury, M., & Haque, A. (2021). The impact of Shariah supervisory board and Shariah audit committee on CSR adoption at Islamic banks. *Journal of Asian Finance, Economics and Business*, 8(3), 479-485. <https://doi.org/10.13106/jafeb.2021.vol8.no3.0479>
 21. Islam, R., Ahmed, S., Rahman, M., & Al Asheq, A. (2020). Determinants of service quality and its effect on customer satisfaction and loyalty: an empirical study of private banking sector. *The TQM Journal*, 33(6), 1163-1182. <https://doi.org/10.1108/TQM-05-2020-0119>
 22. Jahan, N., Ali, M. J., & Al Asheq, A. (2020). Examining the key determinants of customer satisfaction Internet banking services in Bangladesh. *Academy of Strategic Management Journal*, 19(1), 1-6. Retrieved from <https://www.abacademies.org/articles/Examining-the-key-determinants-of-customer-satisfaction-internet-banking-services-in-Bangladesh-1939-6104-19-1-504.pdf>
 23. Jena, L. K. (2022). Does workplace spirituality lead to raising employee performance? The role of citizenship behavior and emotional intelligence. *International Journal of Organizational Analysis*, 30(6), 1309-1334. <https://doi.org/10.1108/IJOA-06-2020-2279>
 24. Jin, P. (1993). Work motivation and productivity in voluntarily formed work teams: A field study in China. *Organizational Behavior and Human Decision Processes*, 54(1), 133-155. <https://doi.org/10.1006/obhd.1993.1006>
 25. Jung, H. S., & Yoon, H. H. (2020). How does workplace romance influence employee performance in the hospitality industry? *Sustainability*, 12(13), 5478. <https://doi.org/10.3390/su12135478>
 26. Karim, M., Haque, M, Dona, P. D, & Moniruzzaman, M. (2015). Performance Appraisal System of Employees of Private Banking Sector in Bangladesh. A Case Study on National Bank Limited. *International Journal of Advanced Multidisciplinary Research*, 2(3), 77-81. Retrieved from <https://ijarm.com/pdfcopy/mar2015/ijarm11.pdf>
 27. Khan, A. A., Mahmood, B., Ayoub, M., & Hussain, S. (2011). An Empirical Study of Retention Issues in Hotel Industry: A Case Study of Serena Hotel, Faisalabad, Pakistan. *European Journal of Economics, Finance and Administrative Sciences*, 1(29), 7-18.
 28. Khan, M. A. S., Jianguo, D., Usman, M., & Ahmad, M. I. (2017). Moderated mediation model of interrelations between workplace romance, wellbeing, and employee performance. *Frontiers in Psychology*, 8, 2158. <https://doi.org/10.3389/fpsyg.2017.02158>
 29. Kim, H. S., & Jang, S. S. (2020). The effect of increasing employee compensation on firm performance: Evidence from the

- restaurant industry. *International Journal of Hospitality Management*, 88, 102513. <https://doi.org/10.1016/j.ijhm.2020.102513>
30. Kovach, K. A. (1995). Employee motivation: Addressing a crucial factor in your organization's performance. *Employment Relations Today*, 22(2), 93-107. <https://doi.org/10.1002/ert.3910220209>
 31. Lohela-Karlsson, M., Jensen, I., & Björklund, C. (2022). Do attitudes towards work or work motivation affect productivity loss among academic employees? *International Journal of Environmental Research and Public Health*, 19(2), 934. <https://doi.org/10.3390/ijerph19020934>
 32. Mahmoud, A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2021). "We aren't your reincarnation!" workplace motivation across X, Y and Z generations. *International Journal of Manpower*, 42(1), 193-209. <https://doi.org/10.1108/IJM-09-2019-0448>
 33. Martín Cruz, N., Martín Pérez, V., & Trevilla Cantero, C. (2009). The influence of employee motivation on knowledge transfer. *Journal of Knowledge Management*, 13(6), 478-490. <https://doi.org/10.1108/13673270910997132>
 34. Misra, S., & Srivastava, K. B. (2018). Team-building competencies, personal effectiveness and job satisfaction: The mediating effect of transformational leadership and technology. *Management and Labour Studies*, 43(1-2), 109-122. <https://doi.org/10.1177/0258042X17753178>
 35. Mitchell, T. R., & Albright, D. (1971). Expectancy Theory Predictions of Job Satisfaction, Job Effort, Job Performance, and Retention of Naval Aviation Officers. *Organizational Behavior and Human Decision Processes*, 8(2), 1-20. [https://doi.org/10.1016/0030-5073\(72\)90033-5](https://doi.org/10.1016/0030-5073(72)90033-5)
 36. Mozaffari, A., Kalaei, H., Shahhosseini, M., & Chaghoeue, Y. (2013). A new framework for performance evaluation system using strategy map: A case study of Islamic Azad University of Semnan. *Management Science Letters*, 3(4), 1041-1048. <http://dx.doi.org/10.5267/j.msl.2013.03.025>
 37. Mozaffari, A., Karkehabadi, H., Kheyrkahan, M., & Karami, M. (2012). A development in balanced scorecard by designing a fuzzy and nonlinear Algorithm (case study: Islamic Azad university of Semnan). *Management Science Letters*, 2(5), 1819-1838. <http://dx.doi.org/10.5267/j.msl.2012.04.002>
 38. Murphy, K. R. (2008). Explaining the weak relationship between job performance and ratings of the job performance. *Industrial and Organizational Psychology*, 1(2), 148-160. <https://doi.org/10.1111/j.1754-9434.2008.00030.x>
 39. Nawab, S., & Bhatti, K. (2011). Influence of Employee Compensation on Organizational Commitment and Job Satisfaction: A Case Study of Educational Sector of Pakistan. *International Journal of Business and Social Science*, 2(8), 25-32. Retrieved from https://ijbssnet.com/journals/Vol._2_No._8;_May_2011/3.pdf
 40. Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69-85. <https://doi.org/10.1177/2278533716671630>
 41. Prajapat, V., Taru, R. D., & Atikur, M. A. (2022). Comparative Study about Expansion of Digital Libraries in the Current Era and Existence of Traditional Library. *International Journal of Advances in Engineering and Management (IJAEM)*, 4(6), 1526-1533.
 42. Rahaman, M. A., Ali, M. J., Kejing, Z., Taru, R. D., & Mamoon, Z. R. (2020). Investigating the effect of service quality on bank customers' satisfaction in Bangladesh. *The Journal of Asian Finance, Economics and Business*, 7(10), 823-829. <https://doi.org/10.13106/jafeb.2020.vol7.n10.823>
 43. Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Building behavior and performance citizenship: Perceived organizational support and competence (case study at SPMI private university in west Sumatra). *International Journal of Psychosocial Rehabilitation*, 6(24), 2049-2064. Retrieved from <https://psychosocial.com/article/PR260195/13539/>
 44. Rietveld, J. R., Hiemstra, D., Brouwer, A. E., & Waalkens, J. (2021). Motivation and productivity of employees in higher education during the first lockdown. *Administrative Sciences*, 12(1), 1. <https://doi.org/10.3390/admsci12010001>
 45. Sadick, A. M., & Kamardeen, I. (2020). Enhancing employees' performance and well-being with nature exposure embedded office workplace design. *Journal of Building Engineering*, 32, 101789. <https://doi.org/10.1016/j.jobe.2020.101789>
 46. Samuel, M. O., & Chipunza, C. (2009). Employee retention and turnover: Using motivational variables as a panacea. *African Journal of Business Management*, 3(8), 410-415. Retrieved from https://www.academicjournals.org/app/webroot/article/article1380550130_Samuel%20and%20Chipunza%20pdf.pdf
 47. Samul, J. (2019). Spiritual leadership: Meaning in the sustainable workplace. *Sustainability*, 12(1), 267. <https://doi.org/10.3390/su12010267>
 48. Song, Q., Wang, Y., Chen, Y., Benitez, J., & Hu, J. (2019). Impact of the usage of social media in the workplace on team and employee performance. *Information & Management*, 56(8), 103160. <https://doi.org/10.1016/j.im.2019.04.003>
 49. Swanson, E., Kim, S., Lee, S. M., Yang, J. J., & Lee, Y. K. (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. *Journal of Hospitality and Tourism Management*, 42, 88-96. <https://doi.org/10.1016/j.jhtm.2019.11.004>

50. Tripathi, D., Priyadarshi, P., Kumar, P., & Kumar, S. (2020). Micro-foundations for sustainable development: leadership and employee performance. *International Journal of Organizational Analysis*, 28(1), 92-108. <https://doi.org/10.1108/IJOA-01-2019-1622>
51. Țuțu, A., & Constantin, T. (2012). Understanding job performance through persistence and job competency. *Procedia – Social and Behavioral Sciences*, 33, 612-616. <https://doi.org/10.1016/j.sbspro.2012.01.194>
52. Uka, A., & Prendi, A. (2021). Motivation as an indicator of performance and productivity from the perspective of employees. *Management & Marketing*, 16(3), 268-285. <https://doi.org/10.2478/mmcks-2021-0016>
53. Widodo, D. S., Silitonga, P. E. S., & Ali, H. (2017). Organizational Performance: Analysis of Transformational Leadership Style and Organizational Learning. *Saudi Journal of Humanities and Social Sciences*, 2(3), 260-271. Retrieved from <http://scholars-mepub.com/wp-content/uploads/2017/04/SJHSS-23260-271.pdf>
54. Xiao, Q., & Cooke, F. L. (2020). Towards a hybrid model? A systematic review of human resource management research on Chinese state-owned enterprises (1993–2017). *The International Journal of Human Resource Management*, 31(1), 47-89. <https://doi.org/10.1080/09585192.2011.573974>
55. Yuan, D., Gazi, M. A. I., Rahman, M. A., Dhar, B. K., & Rahaman, M. A. (2022). Occupational stress and health risk of employees working in the garments sector of Bangladesh: An empirical study. *Frontiers in Public Health*, 10, 1-19. <https://doi.org/10.3389/fpubh.2022.938248>
56. Yuan, D., Rahman, M. K., Issa Gazi, M. A., Rahaman, M. A., Hossain, M. M., & Akter, S. (2021). Analyzing of user attitudes toward intention to use social media for learning. *SAGE Open*, 11(4), 21582440211060784. <https://doi.org/10.1177/21582440211060784>
57. Zayed, N. M., Edeh, F. O., Islam, K. M. A., Nitsenko, V., Dubovyk, T., & Doroshuk, H. (2022). An Investigation into the Effect of Knowledge Management on Employee Retention in the Telecom Sector. *Administrative Sciences*, 12(4), 138. <https://doi.org/10.3390/admsci12040138>
58. Zheng, Y., Graham, L., Epitropaki, O., & Snape, E. (2020). Service leadership, work engagement, and service performance: The moderating role of leader skills. *Group & Organization Management*, 45(1), 43-74. <https://doi.org/10.1177/1059601119851978>
59. Zhou, J., Bi, G., Liu, H., Fang, Y., & Hua, Z. (2018). Understanding employee competence, operational IS alignment, and organizational agility – An ambidexterity perspective. *Information & Management*, 55(6), 695-708. <https://doi.org/10.1016/j.im.2018.02.002>