

Performance Management and Employee Productivity - A Study on the Banking Sector of Pakistan

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ABSTRACT

Purpose: The aim of the study is to evaluate the influence of performance management mechanisms upon the worker efficiency or productivity in the banking sector of Karachi.

Design/Methodology/Approach: A quantitative approach is perceived to be an ideal technique to be employed for this research study. The size of the sample for the research paper is 252. SPSS software is being used to scrutinize the statistics or information composed through questionnaires. Descriptive statistics & multiple regression analysis are being used to measure the influence of performance management on the worker productivity in the context of the banking industry in Pakistan

Findings: The outcomes of the study reveals that Pakistani banks must appraise their workers often by means of targets, organizational objectives, accomplishments, efficiency, and time management for the purposes of act assessment as it will result in enhanced the intensity of worker efficiency. Moreover, the research asserts that timely feedback and training sessions will also result in enhanced work performance and increased efficiency. The research also demonstrated that effectual compensation administration has a favorable bearing on worker productivity.

Implications/Originality/Value: The study recommends that in order to improve the working & the employee efficiency, several techniques of performance assessment must be imposed by the banks operating in the country to enable workers' participation in target setting & comprehend the part of duty so as to additionally enhance the organizational productivity. Employers should involve their workers in positive feedback and inspire them verbally from time to time. The study further recommends that Pakistani banks are required to involve their workers in well-organized and regular training to upgrade and advance the knowledge and skills of the staff. Such training sessions can be conducted on monthly basis. Finally, the banking sector in Pakistan also needs to inspire and motivate the workers by compensating them in relative to their past attempts since this has been proved to enhance worker output or efficiency.

1. Introduction

In the fierce commerce setting, with fluctuations in the customers' demands; the fundamental objective of all businesses is to enhance its efficiency. However it could certainly not be attainable devoid of the effective employees' working and one of the significant confronts encountered by most organizations has been the requirement to enhance the employees performance (Deb, 2009). Hence, organizations started to use performance management (PM) as a HR development to tackle & redress apprehension they had regarding performance.

PM has viewed as a mechanism that emphasizes upon controlling the work situation & the person in a way that an employee or a group could attain situates objectives (Bacal, 2012). PM has been engaged as a mechanism to improve the efficiency of the workers by managing their performances, particularly; PM aims to enhance accountability, communication, performance, productivity, and efficiency among the workers. Former studies have imparted an considerate to the notion of worker efficiency that signifies the extent of productivity attained from a definite effort, it is instead more severe as it had explored that it shapes the basis of attainment of business objectives & goals, market, invention, corporations sustainability in the creation as well as the service sector(Sahu, 2009). Effectual employment of PM is crucial to improve performance of organizations, so as to attain an aggressive situation in the international market(Bhattacharya, 2011).

Even though PM is comparatively lesser known in Pakistan, the interest in such an enhancement mechanism is increasing in the country. Regardless of this increasing awareness, PM is not prevalent yet in Pakistan. Many organizations operating in Pakistan conventionally define PM as the procedure of monetary direct, in which the strategy & mission are interpreted into budgets, & following outcomes are contrasted with finances. Nevertheless, the overall absence of management proficiency & abilities often crafts it not feasible to evolve complicated structures like the sophisticated systems of PM (Varma, Budhwar, &DeNisi, 2008). The absence of accurate description & no agreement on a suitable policy for starting & maintaining PM is an element that occasionally counts adjacent to the purpose unity needed to formulate plans of PM exertion in the manufacturing & service sector of Pakistan.

This particular study particularly emphasizes upon the banking industry of Pakistan and reviews and evaluates the impact of PM mechanisms upon the employee productivity (EP). The foregoing studies set the pace for a comprehension of the impact of PM on productivity.

1.1. Overview of the Pakistan Banking Sector

The banking sector of Pakistan comprises of Islamic banks, commercial banks, foreign banks, DFI's (development finance institutions), and micro-finance banks. Currently there are twenty six commercial banks, eleven micro finance banks, and six DFI's functioning within the country (Shah & Jan, 2014).

The banking sector is controlled by the State Bank of Pakistan, which regulates local banks under the domain of its prudential regulations. The number of accounts in the Pakistani banks amounts to forty three million in the entire population of 195 million (Tirmizi, Saeed, & Shahid, 2015). The explanations behind such a huge difference can be credited to the restricted technology access in the country, the dislike of banks because of the religious reasons and the huge size of the rural population not using banks at all. Even so, the growth potential in the banking sector is enormous; majorly due to the initiation of

high speed, mobile internet; the arrival of Islamic banking, and the enhanced awareness of the banking benefits in the country.

Considering the overall performance, the last decade has proved to be good for the sector, with the figures offering a positive image regarding the growth of the balance sheets for banks. The CPEC (China-Pakistan Economic Corridor) is also anticipated to have some impacts on the sector as the enhanced amount of infrastructure development signifies that sector will grow.

The matter of worker efficiency has undergone a greater point of desert in the banking industry of Pakistan. This could be attributed towards the poor mechanism of PM put in place by the banking sector (Cardy & Leonard, 2014). Some of the huge names in the banking business have not imparted sufficient attention to PM review as a mechanism for enhancing performance even when current researches recommend that reviewing the performances benefit the organizations performance in both the production & the service industries. Therefore, in the light of these problems, the major problem of the research paper is to assess the influence of PM strategies on the EP in the banking sector of Pakistan.

The fundamental purpose of the research is to assess the impacts of PM on the EP in selected banks of Pakistan. Further precise objectives include:

- To find out the impact of performance appraisal on EP in the Pakistan banking sector.
- To assess the influence of feedback on EP in the Pakistan banking sector.
- To explore the influence of guidance or training on EP in the Pakistan banking sector.
- To ascertain the influence of compensation on EP in the Pakistan banking sector.

This research is emphasized upon the impacts of PM on EP of selected Karachi city banks. Identified PM variables are assessed therefore, because of the extensive scope of the banking sector in the country, the researcher hence restricted the study to the following banks, specifically MCB, Habib Bank Limited, Allied Bank Limited, and United Bank Limited. The rationale behind such a choice is because of the reason that all of these banks have a huge number of branches, having large number of workers; and these banks have continued to rule the banking sector of the country.

2. Literature Review

2.1. Theoretical Foundation

2.1.1. Vroom's Expectancy Theory

The supposition will serve as the theoretical background for this research. This theory was advocated by Victor H. Vroom. It was an effort to define how a person's inspiration to attain a specific objective or working goal could be described considering what result will turn into advantageous to the person as an outcome of attaining that objective & what worth is positioned on that result. The Vroom's Expectancy theory is founded upon the conviction that worker exertion would head to working & performance would head to incentives (Koontz & Weihrich, 2006). Necessarily, the theory asserts that the strength of an inclination to act in a particular manner relies upon the expectation's strength that the work would be trailed by a provided result & on the outcome's magnetism to the person.

Vroom basically explained that for the sake of motivating workers or individuals, the

attempt place in by the workers, the generated works & the inspiration should be connected to each other. As per Vroom, worker expectation could influence a person's motivation. Hence, the extent of efforts workers exert on a particular task relies upon their expectations of the result (Wright, 2004).

2.2. Performance Management

PM is employed to improve employees' productivity by means of supervising their performance. Effectual PM profit the organization, personality & the market by means of enhanced effectiveness, efficiency, and productive aggregates concerning the quality services and goods (Khaliq & Butt, 2018).

The techniques of PM are employed in several means, like a managerial process, it signifies the use of information of performance in the procedure of deliberate decision making to enhance the organization performance (Odhiambo, 2015). At the level of employees, PM incorporates defining objectives, setting aims for performance, & suitably rewarding employees to fulfil them. The potential of PM is based in the notion that evident, assessable objectives, attached with recompense responsibility, would inspire workers to perform in the safety of the corporation of their personal will, hence building less effectual mechanisms of managerial direct unessential (Ying, 2012).

PM will draw on the followingsub-variables for this research:

2.2.1. Performance Appraisal

The performance appraisal is an assessment of a worker's current failures and successes, individual weaknesses and strengths & appropriateness for additional guidance or endorsement and a periodic assessment of a worker's performance evaluated adjacent to the supposed or assured jobs needs. Former studies have maintained that performance appraisal is a formal, distinct, and managerially certified occasion, generally not happening more often than one time or twofold in a single year, which has evidently settled performance criteria or/& dimensions that are employed in the process of assessment (Luecke & Hall, 2006). Hence, it can be said that performance appraisal is a considerable element in recognizing the capacities of people's, talents, & its outcome could craft them well alert of the goal, strategies, & advancements.

Zayum, Hangeior, and Aule (2017) consider the promotion regularity in the corporation, both the officers & managers and maintain that there was a genuine, laid down promotion model & that this was at the judgment of management. Frequently, supervisors permit elements of biasing like sexual category, race, look, tribe & individual hatred or likeness to impact their ranking. Except the rankings are founded upon real work performances, the assessment would endure to be lacking the aim that is needed frequently in an unbiased system of performance appraisal (Asamany & Shaorong, 2018).

2.2.2. Feedback

Feedback is the extent to which the work imparts the worker with clear & direct data regarding the efficiency of her or his working. It is a helpful criticism or information that is imparted to someone, to say what can be done to enhance a product or a performance (Munzhedzi, 2011).

Feedback is an essential origin of educating people in the sagacity of eliminating the barriers they encounter in spreading their actions towards the objectives they are provided in their operational environment. Due to this reason, in an absence of adequate feedback, the organizations & the individuals are not capable to evolve the values which can fulfil the smooth goals.

Past researches have explored that feedback of performance is a crucial element of the entire PM, explaining it as data regarding a worker's previous behaviours concerning established standards of worker behaviours and outcomes. It is evident that feedback is a vital and integral component of PM as it enhances and encourages the professional performance, capabilities, & familiarity of the workers, assisting performance improvement of the employees with major objective of attaining their targets in addition to the organizational goals. Feedback is essential to evolving employees' confidence and competence at all phases, with the most effectual feedback being that founded upon observable behavior (Zondo, 2018).

2.2.3. Training

Training has turned into the most crucial element in the contemporary world of business, as training enhances the effectiveness & efficiency of both the organization & the employees.

Training is as well outlined as a formal and systematic alteration in behaviour of a worker because of the instructions, learning, and planned experiences. It is a means to imparting skills & awareness to the employees of a corporation for the performance of specific tasks (Ricci, 2016).

Former studies have recommended that courses of training that are proposed by the corporations should be planned in the course of taking into account the future and present requirements of the workers and facilitate the attainment of such skills. An excellent coaching or training course must enhance the quality and quantity of corporation's output; enhance the chance of success; and lessen the organizational expenses and costs (Smither & London, 2009).

It is clear that training has proved to be invaluable in enhancing organizations' productivity. It does not merely improve workers inventively, however as well imparts them with a chance to almost acquire their jobs & carry out in a more capable manner. Undoubtedly, training is a means to improve worker commitment and exploiting worker potential so as to attain enhanced productivity.

2.2.3. Compensation

The HR function that refers towards every single kind of reward people get in replace for accomplishing tasks of organizations, with an anticipated result of a worker who is involved in the effort, contented, & encouraged to perform an excellent work for the organization is known as recompense (Foster, 2017).

It is an unquestionable phenomenon that an organization's productivity relies upon the level of satisfaction of its labour force and still more, on the employees' reward. A past research on the association between worker productivity and compensation in the banking sector asserts that for the sake of attaining this goal, a considerable association between productivity and compensation was discovered. As an outcome of this, the investigator hence concluded that the HR functions of several corporate firms are challenged to evolve and execute effectual compensation programs which will head to the attainment of organizational objectives and hence improve worker productivity (Noronha, 2016).

2.3. Employee Productivity (EP)

Productivity is concerned with the competent & effectual usage of all resources. Such resources incorporate information, knowledge, people, time, finance, energy materials,

and equipment space. It is output to input ratio. It is an assessment of how efficiently & competently an economy or a business use input like resources & labor to generate outputs like services and goods. A productivity increase signifies that more services and goods are generated with the similar amount of labor & capital. It is not regarding diminishing costs although to attain value and efficiency (Almohtaseb, 2017).

The fundamental concern of service organizations is enhancing EP. It hence signifies the degree or level of output (market share, earnings, and sales) attained from a distinct input and it was proven that the employee behaviors, motivation, attitude, capabilities, skills, and knowledge influences productivity.

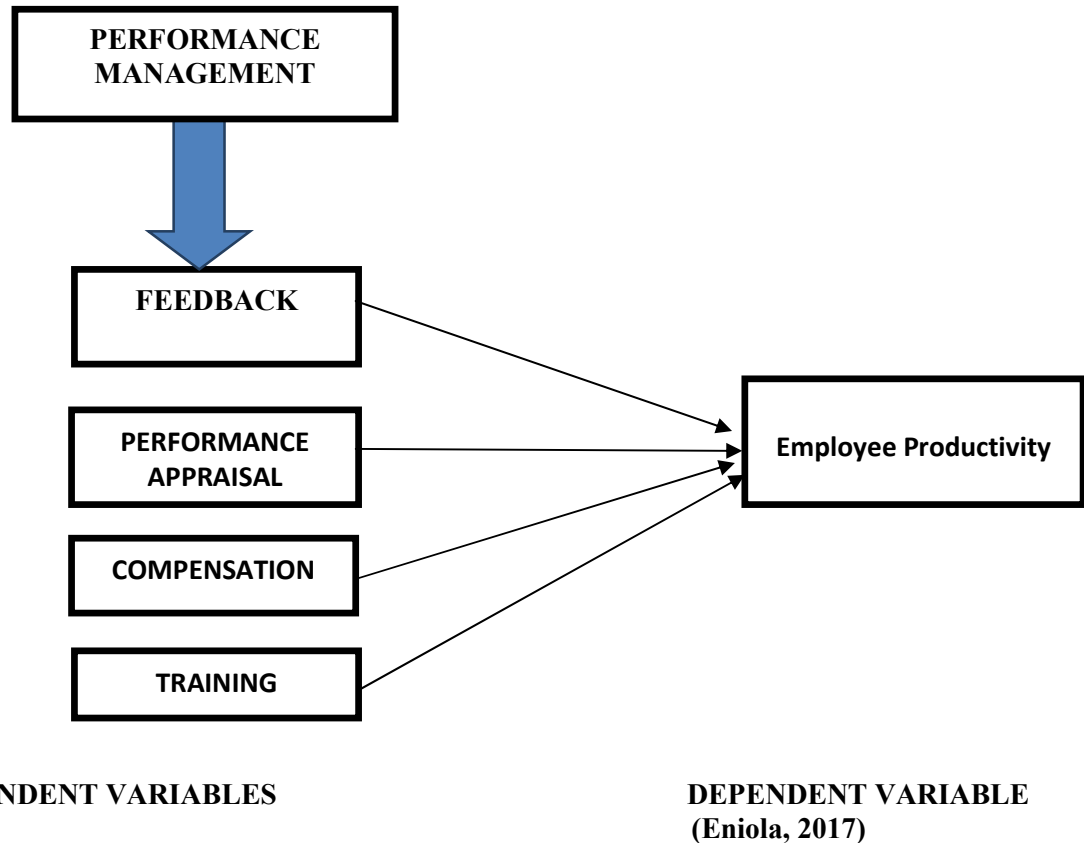
2.4. Performance Management (PM) and Employee Productivity

A research has been executed upon the impact of PM on EP, effectiveness, and efficiency. The outcomes of the research revealed that PM has a vital part to play in several fields for all corporations & its significance is enhancing with the period which was finished that there is a constructive and strong association among productivity & PM (LeVan, 2017).

The factors of PM had favorable impact on worker productivity. Past researches also disclosed that there was a favorable association between developmental and training efforts in these selected organizations and EP. It is evident that PM is employed to improve employees' productivity by means of supervising their performance. Effectual PM benefits the organization, individual and the economy by means of enhanced effectiveness, efficiency, and productive aggregates concerning the quality services and goods (Islami, 2018).

Considering Pakistan, even when few of the sectors in the country claim to execute good PM system, Pakistani banking industry relegate the PM mechanisms in their activities as such most of the banks in the sector are fundamentally falling short of anticipations because of the absence of effectual database to seize sufficient data regarding the banking employees. This entails concern amongst the banking sector and researchers alike. The offered literature is an extensive data on the subject matter, nevertheless, many of these past researches were not fully intended for towards the service sector, hence there is a requirement to execute further study because of the significance of service industry in the generation of opportunities for employment in Pakistan.

2.5. Theoretical Framework



3. Methodology

3.1. Data

For conducting this research, primary mode of data accumulation is adopted. The primary data is gathered by means of employing survey questionnaires. These questionnaires are directly distributed to the study participants within the population (Tavakoli, 2012). Questionnaires are utilized to assure the participant anonymity and hence provided the boldness to respond to questions suitably (Achari, 2014).

3.2. Inclusion Criteria

The populace target of the study incorporates the supervisory position workers of the chosen banks specifically MCB, Habib Bank Limited, Allied Bank Limited, and United Bank Limited. The rationale behind such an inclusion is that all of these banks are major players in the banking industry having a large number of branches in Karachi city and also having a huge number of managerial staff working in these branches. Hence, it is convenient for researcher to gauge their responses. Thus, the inclusion criteria are reasonable.

3.3. Sampling Technique & Sample Size

Four major banks of the country specifically MCB, Habib Bank Limited, Allied Bank Limited, and United Bank Limited are being chosen for this paper. The sample size of the research is 252.

Convenience technique of sampling is utilized. This technique is the kind of non-

probability sampling which permits the researcher to make up a sample of respondents who are easy to reach (Flick, 2011). Moreover, the research questionnaire has employed a 5-point Likert scale to determine the answers from the participants.

3.4. Statistical Model

The data will be analyzed by utilizing the SPSS software. The researcher will use both the inferential and descriptive statistics. Moreover, multiple regression models will be applied as there are four independent variables and a single dependent variable

4. Results & Discussions

4.1. Demographic Profile

Table.1. Table of Frequency

	Gender	Frequency	Percent	Education	Frequency	Percent	Bank Name	Frequency	Percent
Valid	Female	112	44.4	Bachelors	65	25.8	MCB	63	25.0
	Male	140	55.6	Masters	113	44.8	HBL	63	25.0
	Total	252	100.0	M.Phil	66	26.2	ABL	63	25.0
				PhD	8	3.2	UBL	63	25.0
				Total	252	100.0	Total	252	100.0

Source: Author's own elaboration

The frequency table and the graphs demonstrate that 55.56 of the study percent of the study participants are male employees and 44.44 percent of the respondents are female employees.

From the overall 252 study participants, 25.8% respondents are bachelor's degree holders, 44.8 per cent are having the Master's degree and 26.2 percent are M.Phil degree holders. The results are also showing that merely a small number of participants, that is; 3.2 percent of the total respondents are PhD.

The final question of the demographics depict that 25 percent of the participants are working at managerial posts at the MCB bank, 25 per cent of respondents are being employed in the HBL, and same percentage of distribution applies on ABL and UBL. It is because the researcher has distributed equal number of survey questionnaires in each of the targeted bank.

4.2. Reliability Analysis

Table.2. Reliability Analysis

Variables	Cronbach'sAlpha	No. of Items
Performance Appraisal	.740	7
Feedback	.693	5
Training	.894	5
Compensation	.833	6
EP	.683	5

Source: Author's own elaboration

Cronbach's alpha is the criterion used to assess the dependability of test objects or size set. It could be stated that the constancy of any offered extent traits towards the extent to which it is a consistent notion gauge, & Cronbach's alpha is a way of measuring the consistency's potency.

The ensuing consistency coefficient differs from 0 to 1 in conveying the complete assessment of a dependability gauge. If every of the items in a range are totally sovereign from each other; that is; the objects are not correlated & have no covariance, then the alpha value would be 0. Furthermore, if all the items of scale have elevated co-variances, then the value of alpha would be close to 1, since the items of scale approach infinity. It is obvious that the better the value of Cronbach's alpha, the more the items of scale have mutual covariance & probably measure the same fundamental idea.

Yet though the standard for what craft an exceptional alpha coefficient are totally arbitrary & depends upon the theoretical data of the in question scale, a lot of researchers recommend least probable alpha among 0.6 and 0.8. Coefficients less than 0.5 are usually unbearable.

In the exceeding table of Cronbach's alpha, the alpha coefficients of all the scales are more than 0.6; representing that all of them are satisfactory & are internally reliable & trustworthy.

4.3. Descriptive Analysis

Table.3. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Performance appraisal	252	3	4	3.88	.262
Feedback	252	3	4	3.48	.298
Training	252	3	4	3.49	.379
Compensation	252	3	4	3.72	.321
EP	252	4	5	4.72	.268
Valid N (list wise)	252				

Source: Author's own elaboration

The mean score for performance appraisal is 3.88 as stated in above table & having a SD of .262. Similarly, the feedback mean score is 3.48 and a SD of .298. The variable of training is having a mean score of 3.49 (SD=0.379). The mean score of compensation is 3.72 & a standard deviation of 0.321. At last, the dependent variable of EP is having a mean score of 4.72 and a SD of 0.268.

4.4. Regression Analysis

4.4.1. Multiple Regression Analysis

The researcher has used the multiple regressions in order to form the relationship among performance management & employee productivity. In the multiple regressions model the independent variables are performance appraisal, response (feedback), guidance & compensation & the dependent variable is EP.

Table.4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950 ^a	.902	.900	.085

a. Predictors: (Constant), performance appraisal, feedback, training, compensation

Source: Author's own elaboration

R squared explains the total variation and it is always between zero and hundred percent. Zero percentage mentions that, the model describes none of the variability of the feedback information around its mean, while hundred percent entails that the model explains all the variability of the response data around its mean. Usually, the greater R square indicates that the improved the model fits the information.

On the other side, the accustomed R square contrasts the descriptive power of models that incorporate a varied number of predictors. Every single predictor added to the regression model enhances the R-square and never decreases it. Hence, a model with added terms might appear to have a better fit just for the reason that it has more terms. The adjusted R square makes up for the variables addition and merely increases if the newly added term improves the model above what would be attained by probability and declines when a predictor improves the model less than what is estimated by chance. Hence, in the table above; the worth of accustomed R square which is .900 signifies that measures of performance management are responsible for 90 percent variation in the employee productivity in the Pakistan banking sector.

Table.5. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.314	4	4.079	566.427	.000 ^b
	Residual	1.779	247	.007		
	Total	18.093	251			

a. Dependent Variable: EP

b. Predictors: (Constant), performance appraisal, feedback, training, compensation

Source: Author's own elaboration

F value shows the variation within the samples. A greater value of F entails that the data does not well support the null hypothesis. Here, the value of F is 566.427 demonstrating that the model has incomparable descriptive control. The significance level is 0.00. This F value is also asserting that the variables group is significant jointly. Evaluating the F value of 566.427 at the significance level of 0.000 which is less than or equal to 5; it is evident that all the result are significant.

Table.6. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.483	.111		4.365	.000
1 performance appraisal	-.534	.064	-.521	-8.303	.000
Feedback	.298	.060	.331	4.944	.000
Training	-4.907	.146	-6.932	-33.519	.000
Compensation	6.018	.199	7.195	30.217	.000

a. Dependent Variable: EP

Source: Author's own elaboration

Correlation between the variables could be professed by means of value of t. The value of T shows the influence of independent variables on the dependent variable of EP. The greater the t value, the more impact upon the EP. Greater value of t also indicates greater beta. The greater T value of compensation shows that this variable has comparatively more influence upon the EP in the Pakistan banking sector.

Hence, logically; all the null hypotheses developed in this study are rejected and it can be said that the measures of performance management possess a considerable influence on the EP in the Pakistan banking sector.

Table.7. Summary of Hypotheses Assessment

S. No.	Description	P-value	Comments
1	H ₁ : Performance appraisal has no considerable impact upon the EP in the Pakistan banking sector.	.000	Rejected
2	H ₂ : Feedback has no considerable impact upon the EP in the Pakistan banking sector.	.000	Rejected
3	H ₃ : Training has no considerable impact upon the EP in the Pakistan banking sector.	.000	Rejected
4	H ₄ : Compensation has no considerable impact upon the EP in the Pakistan banking sector.	.000	Rejected

Source: Author's own elaboration

4.5. Discussions

4.5.1. The Impact of Performance Appraisal on EP in the Banking Sector of Pakistan

Past literature has substantiated the need of an effectual appraisal system by asserting that it can recognize a person's weaknesses and strengths and specify how these strengths might finest be used & weaknesses crushed. Workers as well require performing important tasks, sharing the goal setting, the incentives of their exertions & individual development. Current systems of performance appraisal incline to explain the criterion notion of "performance" & what genuinely "measurement of the individual's performance" entails in actual sagacity in managerial ways like the "high performance systems of work".

Organizations must appraise their workers often by means of targets, organizational objectives, accomplishments, efficiency, and time management for the purposes of performance assess as it will result in enhanced worker productivity level. If workers get regular feedback regarding their job performances, it could secure an ambitious and competitive positioning for their firms. Such a performance appraisal will also assist them to recognize their weaknesses and strengths which could consistently generate opportunities for the firms they are functioning for and a threat to their rivals. All of these study outcomes correlate with the work of Luecke & Hall (2006) and Asamany & Shaorong (2018).

4.5.2. The Impact of Feedback on EP in the Banking Sector of Pakistan

Past researches have explained feedback as information regarding a worker's previous behaviours concerning established standards of worker behaviours and outcomes. It is evident that feedback is a vital and integral component of PM as it enhances and encourages the professional performance, proficiency, & awareness of the workers, assisting performance improvement of the employees with major objective of attaining their targets in addition to the organizational goals. Feedback is essential to evolving employees' confidence and competence at all phases, with the most effectual feedback being that founded upon observable behaviour.

Timely feedback will result in enhanced performance of job, increased competency, & the formation of more demanding objectives & output. Hence, feedback of performance would possess a favourable impact on the efficiency of workers' if feedback terms are taken critically. These results are consistent with the study of Zondo (2018).

4.5.3. The influence of Training on EP in the Pakistan Banking Sector

Former studies have recommended that courses of training that are proposed by the corporations should be planned through taking into account the future & present requirements of the workers and facilitate the attainment of such skills. It is clear that training has proved to be invaluable in enhancing organizations' productivity. It does not merely improve workers resourcefully, however as well imparts them with a chance to practically acquire their works & execute in a more capable manner.

Organizations must carry out needs of training evaluation to assure that the accurate training is imparted; assure that the organizational schemes of training must be on a constant basis; & encourage workers who carry out extremely well throughout training programs so that other employees in turn would seek to stand out. These findings are constant with the research study of Smither & London (2009).

4.5.4. The influence of Compensation on EP in the Pakistan Banking Sector

Former studies on the association between worker productivity and compensation in the banking sector maintain that for the sake of attaining organizational goals, a considerable association between productivity and compensation was discovered. As an outcome of this, the investigators hence summarized that the HR roles of several business firms are dared to evolve & execute effectual programs for compensation that would head to the attainment of objectives of organizations & hence improve worker productivity.

Effectual compensation management has a favourable demeanour on the worker productivity. Managers are constantly dared to evolve compensate processes & practices

that would allow them to allure, inspire, satisfy & retain their workers. All of these outcomes correlate with the research of Noronha (2016).

5. Conclusion, Recommendations and Limitations

The research paper has evaluated the influence of PM strategies on the employee productivity in the Pakistan banking sector. The following conclusions are deduced, based upon the outcomes of the research:

The first objective of the study, *to find out the influence of performance appraisal on EP in the banking sector of Pakistan*, concludes that organizations must appraise their workers often by means of targets, organizational objectives, accomplishments, efficiency, and time management for the purposes of performance assess as it will result in enhanced worker productivity level. If workers get regular feedback regarding their job performances, it could secure an ambitious and competitive positioning for their firms. Such a performance appraisal will also assist them to recognize their weaknesses and strengths which could consistently generate opportunities for the firms they are functioning for and a threat to their rivals.

The other purpose of the paper, that is; *to assess the impact of feedback on EP in the Pakistan banking sector*, concludes that feedback is a vital and integral component of PM as it enhances and encourages the professional performance, abilities, & understanding of the workers, assisting performance improvement of the employees with major objective of attaining their targets in addition to the organizational goals. Feedback is essential to evolving employees' confidence and competence at all phases. Appropriate feedback will result in improved work performance, augmented efficiency, & the formation of more challenging aims & efficiency.

The another aim of the paper, that is; *to explore the impact of training on EP in the banking sector of Pakistan*, concludes that organizations must carry out needs of training evaluation to assure that the accurate training is imparted; assure that the organizational training schemes must be on a constant basis; & encourage workers those execute extremely well throughout programmes of training so that other employees in turn would seek to stand out. It is clear that training has proved to be invaluable in enhancing organizations' productivity. It does not merely improve workers resourcefully, however as well imparts them with a chance to practically acquire their works & carry out in a more capable manner.

The fourth and the final aim of the paper, that is; *to ascertain the influence of compensation on EP in the Pakistan banking sector*, concludes that HR roles of several business firms are dared to evolve & execute effectual programs of recompense which will head to the attainment of objectives of organizations & hence improve worker productivity. Effectual recompense management has a favourable bearing on the efficiency of worker. Managers are constantly dared to evolve recompense processes & practices that would allow them to allure, inspire, satisfy & retain their workers.

5.1. Recommendations

Established upon the study findings, the study recommends that in order to improve the performance & the employee efficiency, several techniques of performance appraisal must be imposed by the banks operating in the country to enable workers' participation in goal setting & comprehend fields of job therefore as to additionally enhance the organizational productivity. The research suggests that performance appraisal must be an

essential condition for the Pakistani banks as this will help top executives and staff members to argue standards of productivity, weaknesses, & improvement fields that improve efficiency. Thus a fair, timely, & precise performance appraisal feedback must be provided to the workers.

Moreover, constructive feedback by the employers has been demonstrated to enhance worker efficiency, it is then of essential significance that managers involve their workers in constructive feedback & inspire them orally from time to time. The study further recommends that banks functioning in Pakistan are required to involve their workers in well-organized and regular trainings to upgrade and advance the knowledge and skills of the staff. Such training sessions can be conducted on monthly basis. Finally, the banking sector in Pakistan also needs to inspire and motivate the workers by compensating them in relative to their past hard work as this has been proved to enhance worker efficiency.

5.2. Limitations of the Study

This research study presents few of the limitations as well.

- The universal constraint is time and hence this restriction is applicable for this research as well.
- This study debated upon the influence of performance administration measures on productivity of worker merely.
- The sample size is also restricted to 252 respondents only.
- The study's scope is restricted to the city of Karachi.

5.3. Areas for Further Studies

Future researches must use a qualitative approach in data accumulation as it imparts a richer and a more detailed image of the elements impacting productivity of worker instead of a quantitative approach which impart slight space for an illustrative reaction for more inclusive information. Upcoming papers must incorporate more banks in other cities of the country, as the outcomes of the present paper may merely be suitable to the city of Karachi and data might differ across the country. Moreover, a comparative research between the different sectors of the economy to assess the impact of performance administration on productivity of worker will impart an improved vitality to the degree of its impacts.

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