



Assessing the factors influencing employees performance: evidence from Ethiopian airlines

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Abstract

The increased competition between organizations and their necessity to respond efficiently to escalating transformation, operational conditions have warranted the necessity to identify factors affecting employee's performance. We examined the relationship between organizational culture, job satisfaction, training and development, financial reward and management attitude and their effect on employee's performance of Ethiopia Airlines. The sample comprises 200 respondents from Ethiopia airlines. The data was collected using questionnaires and analyzed with the statistical package for social science (SPSS). The findings indicate that management attitude and organizational culture have the strongest direct impact on employee's performance (EP). Moreover, financial reward and training and development have a weaker but still significant direct impact on EP. Therefore, managers should dynamically support job-related activities and improve conditions of employment to increase the efficiency and effectiveness of an organization. Certain policies were discussed.

Keywords: employee performance, organizational culture, job satisfaction, airline industry

1. Introduction

Employee's performance is vital in every business setting. Firms have realized that they have to develop unique dynamic characteristics that empower their competitive advantages to survive in a constantly changing market environment. Therefore, they are focusing on the exploitation of their human resources (HR), particularly on employee performance (EP), as a source of strategic advantage (Wright and Snell, 2009) ^[26]. Narcisse and Harcourt (2008) ^[19] note that "quality evaluation" includes "one of the most emotionally charged tasks of corporate life"– the appraisal of a man's commitment and capacity. Boxall and Purcell (2011) ^[4] indicate that the implementation of a well-defined process for evaluating EP plays a crucial role in a firm's smooth running.

Ryne's *et al.* (2000) argue that the main challenge for companies is to evaluate and invest how it can become more productive and "real." In other words, how firms should apply performance evaluation techniques to improve their ability to differentiate "poor" workers (that show desirable results) from bad ones. It is therefore important for businesses to be aware of the capacities of their employees so that they can handle them and, in effect, align them with the overall business plan of the organization (Boxall and Purcell, 2011) ^[4]. Murphy and Cleveland (1991) ^[18], however, note that many important factors in the research and development of a model for performance evaluation are still often ignored and that this may be why there is not yet an integrated model for evaluating employee's performance. Airline industry operations for people flying to different countries are one of the finest and simplest modes of transportation around the globe. Most of the developed continents like Europe, Asia, and America have today's world's best air services. Ethiopia airlines are one of Africa's best airline companies, so it is very imperative to look at different facets to promote efficiency and productivity in its operation. There are numerous issues such as Job stress,

manager's attitude, organizational culture, personal problems, and financial rewards that are core to the airline sectors.

Our paper contributes to the existing literature on the factors affecting the employee's performance. First, we used survey research to evaluate the factors affecting employee performance in Airline industries in Ethiopia. Most literature focused on banking and telecommunication industries when evaluating the factors affecting employee's performance. However, the airline industry in Ethiopia is growing significantly in the coming years, but various facets to promote efficiency and productivity in its operation have been overlooked.

Second, though there have been numerous studies examining the effects of various factors on the performance of employees, very few examined more than three factors at one time. A deliberately organized process in which the characteristics of people, groups and organizations communicate with each other and the successful communication between them is highly dependent on the organizational culture that forms individual performance (Kozlowski and Klein, 2000) ^[14]. Uddin *et al.* (2013) ^[24] also suggest that while environmental cultural factors help and improve EP, staff-related factors connect environmental and EP-related factors and further research is needed to better explain this relationship. Therefore, research scholars believed that, assessing the factors affecting airline employee's performance would be significant relating to effectiveness and efficiency. We believed the results of this study will be paramount in airline managers, consultants, HR managers, and all stakeholders on the proof of the signs of employee performance through certain factors.

The rest of the manuscript assumes the following structures. The next section reviews Brief related literature. Section 3 is the research data and methods, section 4 addresses the findings, results, and discussions and section 5 concludes and provides several policies implications

Brief related literature

Employee performance

Organizational success is a symbol of a company's ability to accomplish individual targets successfully (Venkatraman & Ramanujam, 1986) ^[25]. One of the variables that can be measured is the quality of workers by the level of their productivity. Many forms of analysis have developed different methods of measuring institutional efficiency (Wong & Wong, 2007; Prajogo, 2007). It requires the quality, quantity, expertise and ingenuity of entities for the accomplished works that are responsible for the specified period-in other words, the evaluation systems must have some basic metrics that can be counted on.

Factors affecting Employees performance

Organizational Culture: There are many words used by various scholars to describe organizational culture. In the same way, there are many examples of organizational culture. Organizational culture has been described by many scholars as being linked to individuals and the particular quality and style of the organization (Lee and Yu, 2004) and the way things are done in the organization., and the way things are done in the organizations (Abu-Jarad, Yusof, and Nikbin (2010) ^[2], and the way things are done in the organizations (Abu-Jarad, Yusof, and Nikbin (2010) ^[2]. Organizational culture is often linked to as corporate culture. Management structure is used to define the more marketed nature of corporate culture. Organizational culture is commonly seen as a collection of key values, opinions, understandings and norms held by members of the organization and taught to new members as valid (Alvesson, 2012) ^[3]. It is argued that the organizational culture may be the key that managers can use to direct the direction of their firms (Alvesson, 2012) ^[3]. Organizational culture has been described as the "normative connection" that keeps an organization together.

Muda et al., (2014) ^[17] consider that culture is a collection of characteristics that characterize an organization and differentiate it from others. More comprehensively, culture is characterized as beliefs and behaviors that are considered to lead to success and are thus taught to new members. Several researchers in the field of organizational leadership have tried to determine how organizational culture can be defined to serve as an aspect of analysis (Abu-Jarad *et al.*, 2010) ^[2]. Organizational culture is interpreted as a feature of the daily world as seen and experienced by those who work there (Choueke & Armstrong, 2000) ^[6]. The research on corporate culture can take on a number of dimensions, including rates (visible, articulated beliefs and underlying assumptions), power (strong or weak) and adaptiveness (adaptative or non-adoptative). Organizational cultures can be assessed along many dimensions, resulting in conceptually different, but fundamentally similar, models and theories. For example, culture can be categorized as adaptability, achievement, clan, bureaucratic, adhocracy, hierarchy, market, communal, fragmented, networked, or mercenary (Daft, 2005; Ahmad (2009) ^[11]. The culture of an organization can be a mixture of three categories: hierarchical, creative and welcoming. The administrative culture is centralized, compartmentalized, structured, and systematic, with clear lines of accountability and authority. An inventive culture refers to a creative, results-oriented and competitive work environment. Supporting community reflects cooperation and a people-oriented, motivating,

trustworthy work environment. Organizational culture could be built up by two key factors of the social group: the institutional cohesion of the group and the incorporation of a single item into a higher standard (Schein, 2006). Culture can be described as a set of common values, which can be estimated to represent a similar organizational culture with different backgrounds at different levels within the organization (Robbins, 2005). Stewart (2010) ^[7] claimed that the principles and values of the company have a strong impact on all those involved with the organization. He believes that the standards are transparently invisible, but if companies are to improve the performance of workers and their efficiency, expectations are the first places to look at (Stewart, 2010; Abu-Jarad *et al.*, 2010) ^[7, 2].

Job satisfaction

Several definitions of job satisfaction have been found in the literature. One of the most cited definitions of job satisfaction is the definition of Locke (1976) which defined it as a pleasurable or positive emotional state resulting from the assessment of one's job or work experience. The appraisal includes various aspects of jobs, such as pay, working conditions, colleagues and supervisors, career prospects and, of course, the inherent aspects itself (Berghe & Hung, 2011). Traditionally, job satisfaction has been described as a worker's feelings about his or her job or work experience about previous experience, current expectations or possible alternatives (Balzer *et al.*, 2000). Hulin and Judge (2003) ^[12] described job satisfaction as a multidimensional psychological response to one's work.

Job satisfaction can, therefore, be seen as both an effective and cognitive condition. Hulin and Judge (2003) ^[12] have indicated that job satisfaction is an attitude and that attitudes are either feelings or decisions. In other words, affect is known to be emotion or thought, while the decision comes from the mental domain. Saari and Judge (2004) used attitudes and satisfaction synonymously, expressing one perception that job satisfaction could be an effective response. Job satisfaction can, therefore, be seen as comprising three components: an effective portion, a cognitive component, and a behavioral. Job satisfaction can, therefore, be seen as having three components: an affective component, a cognitive element, and a behavioral component. While the affective element refers to the feeling of a task, the logical component is confidence in work. Often these two elements are related. External environmental effects on human sensations at work. As a result, as work is a large part of life, job satisfaction can have an impact on overall human satisfaction (Berghe & Hyung, 2011).

Training and development

Human resource planning, career development is concerned with institutional activities aimed at improving the performance of individuals and groups in corporate environments. Many terms have been identified, including employee growth, human resource development, and learning and development (Harrison, 2005). Learning has historically been described as a process by which individuals improve their skills, knowledge, attitudes and/or behavior (De Cenzo & Robbins, 1998). In this context, training involves the development and promotion of learning experiences that result in the desired level of performance. Growth, on the other hand, usually refers to

long-term growth and learning, with more attention being paid to what an individual may need to know or do at some future time. Although learning focuses more on current job roles or obligations, the design focuses on future job responsibilities. Nonetheless, both terms have sometimes been used interchangeably or have been denoted by a single word ' performance assessment, ' which stresses either the results of training and development or how individuals respond as a result of what they have experienced (Robinson, 1995). Training is a way of learning. People can learn new information, re-learn and strengthen current knowledge and skills, and most importantly have time to think about and discover how new options can help them improve their efficiency and performance at work. The training aims to create an impact that will last beyond the end time of the training itself. The focus is on creating specific action steps and commitments that focus people's attention on incorporating their new skills and ideas back into the workplace. Training can be provided as skill development for individuals and groups. In particular, training involves the delivery and processing of information as a way of enhancing skills development and developing conduct in the workplace (Karlan & Valdivia, 2011) [13].

Motivation

De Cenzo and Robbins (1996) describe motivation as being motivated or able to do something, influenced by the event or ability to meet other needs. Motivation studies of workers have been widely practiced across all industries of today's companies, regardless of their size. Such companies realized that inspiring their workers' actions was essential to achieving the organizations' goals. The driven workers are linked to the ways of self-satisfaction, self-fulfillment and dedication that are expected to produce the greater quality of work and compel the strategies of the companies that will materialize efficiencies and competitive advantage extensively. Motivation improves work satisfaction by making work more meaningful and enjoyable and by making employees more successful and by enhancing their job performance (Kamery, 2004; Ekerman, 2006). Employee motivation is important. It is, in essence, one of the most important and necessary variables for the achievement of workers, and ultimately the organizational objectives and objectives (Berman *et al.*, 2010). Olorube (2006) [20] suggests that motivation to work, whether intrinsic or extrinsic, is very significant in the lives of workers because it is a fundamental reason to work in the workplace. It reflects the dynamic forces and needs that provide energy for a person to perform a specific task (Shulze & Steyn, 2003). Also, employee motivation is a key component of business operations where high motivation correlates with job satisfaction, a sense of pride in one's work, a lifelong commitment to an organization that improves efficiency and productivity (Linz *et al.*, 2006). Likewise, for Islamic organizations, this element is useful in analyzing the quality of workers, although the results may be deceptive.

Management Attitude

Our research focuses on the processes and why certain Fairness Decisions are mostly administrative controls that affect the performance of significance in certain organizational contexts. Employees at work in this way. If the conduct of the director is rational. We can link

managerial controls with subordinates to employees if employees are willing to be equal in a system that goes ahead. The performance bar of the employee's two managerial objectives may counterpart each other is raised positively if the manager's control is fair in monitoring them. If the control and attitude of the manager is interactive and promoting, then the employee's participation and work design on the performance of work in the betterment of the organization. If the manager is unbiased and treats every employee without discrimination.

Conceptual framework

The conceptualization assumes a relationship between independent factors and employee performance. The independent factors include Job satisfaction, organizational culture, training and development, financial reward, and management attitude.

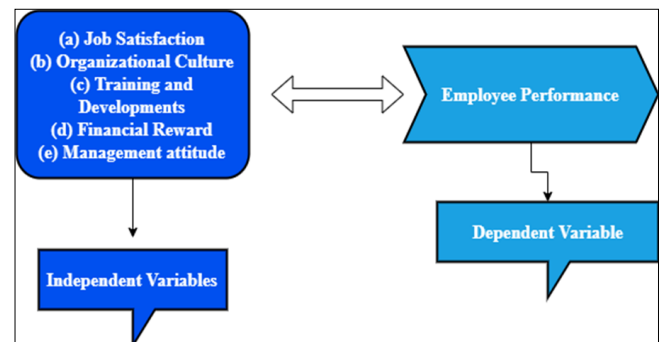


Fig 1: Conceptual framework

Based on the literature reviewed and theoretical framework, the following hypothesis is formulated.

- H1: Job satisfaction positively related to employees performance
- H2: Organizational culture is positively related to employee's performance
- H3: Training and development is positively related to employees performance
- H4: financial reward (motivation) is positively related to employee's performance
- H5: There is a relationship between management attitude and employees performance (EP)

Data and Methods

The literature review helps our research to consider factors related to the success of employees. We then conduct surveys for employees on Job stress, financial reward, organization culture, training and development, and management attitude impacting employee performance. We used questionnaires that were planned, pre-tested and revised, consisting of three sections.

Questionnaires

With the questionnaires of our study, we conducted a pilot and pretesting of the questionnaire by deploying it to several experts in the field of human resources management, airline management. They were asked to review, correct and recommendations for improvements and modifications of the original draft work of the questionnaire for its significance, content as well as the wordings. With this, we deployed the revised, modified and pre-tested questionnaire to the targeted respondents. The first section of our questionnaire asked respondents' profile. The remaining part

of the questionnaire asked respondents on the factors affecting employee performance at Ethiopia Airlines. We included a cover letter stating the objectives of the study, defining employee performance, the assuring the confidentiality of the responses to improve the response rate.

Sample and data analysis

The study used all employees at Ethiopia Airlines who are performing a managerial role. We sent the cover with two hundred (200) respondents, and exclude those are postgraduate, and those with no work experience. Participation was voluntary with no payment, however, we ensured that no pinpointing information was collected and only summary results were reported. The data obtained were processed and analyzed statistical package for social science (SPSS). The data for the study were gathered using an online survey questionnaire that was distributed to (200) respondents at Ethiopian Airlines.

Model Specifications

To ascertain the factors affecting employees' performance at Ethiopia Airlines. The relationship between the variables was examined using the multiple regression model. Below is the model;

$$EP = \beta_0 + \beta_1 \text{JOBSTRESS} + \beta_2 \text{FINREW} + \beta_3 \text{ORGCULT} + \beta_4 \text{TTDV} + \beta_5 \text{MANATT} + \epsilon_t$$

$$5 + \epsilon_t$$

Where JOBSTRESS is job stress, FINREW is a financial reward, ORGCULT is organizational culture, TTDV is training and development, and MANATT is management attitude within the organization, β_0 indicates the constant parameter of the regression model. $(\beta_1 - \beta_5)$, represent the coefficients of the independent variables on the dependent variable and ϵ_{it} is the stochastic or error term.

Table 1: Study Variables

Variable	Models	Item	References
Factors affecting EP	Online Survey	Job stress Financial reward Organizational Culture Training and Development Management Attitude	Mooney (2009), Nadeem, (2013);
Performance	Employees Performance	The degree to which the level of productivity of an individual employee meets the firm's performance standard	Thompson (2005), Armstrong (2006)

Results and Findings

The descriptive analysis gives and discusses the data from the structured questionnaires. (Primary data). Two-hundred respondents were involved in the survey from Ethiopia Airlines. Summary of the findings are shown below:

Table 2: Respondent Profile

Description		Percentages	Frequency
Gender	Male	60	120
	Female	40	80
Age Group	< 18 years	23	47
	18-30years	40	80
	31 and above years	37	73
Working Experience	Less than 5 years	35.8	43
	6-10 years	12.5	15
	11-15 years	14.16	17
	16 years and above	37.5	45

From the statistics table, Sixty (60) percent of the respondents are males, and forty (40) percent of them are females. Forty (40) percent of the respondents are between the ages of 18-30 years, twenty-three (23) of the respondents were below the ages of 18 years and 37 percent of them were above thirty-one years.

However, before evaluating the conceptual relationships of

the model, an evaluation of the internal consistency and reliability of the measurement scale was conducted. To test the internal consistency or reliability of the measurement of the study variables, Cronbach alpha is utilized. The table below shows the reliability test of the independent and dependent variables.

Table 3: Reliability Test and Variable description

Construct	Abbreviation	Factor Name	Composite Reliability
Factors affecting EP			
	JOBSAT	Job satisfaction	0.790
	FINREW	Financial Reward	0.825
	ORGOULT	Organizational Culture	0.712
	TTDV	Training and development	0.814
	MANNAT	Management Attitude	0.723
Performance	EP	Employees Performance	0.833

From table III, Cronbach Alpha was used and all variables were above the threshold level (0.70) which is the accepted

rate for study (Nunnally, 1978). These findings are visible in our study.

Empirical Results

We present the empirical findings regarding the factors affecting the performance of employees of Ethiopia Airlines. The findings depict that, there is a positive relationship between employee performance and the factors variables used in our study. The signs are generally consistent with our hypothesis with the magnitude been

moderate. Moreover, job stress is positively and highly correlated which confirms that it is one of the extents to which an employee's performance is affected. Empirically, the findings show that all the discussed factors affect employee's performance at Ethiopia Airline implying that, it influences employee's performance in an organization.

Table 4: correlation Coefficient

	EP	Jobstr	Finrew	Orgocult	Ttdv	Mannat
EP	1					
Jobsat	0.4507	1				
Finrew	0.0864	0.4070	1			
Orgocult	0.27252	0.2065	0.1538	1		
Ttdv	0.3193	0.3691	0.0994	0.3048	1	
Mannat	0.0605	0.1553	0.1921	0.2038	0.2886	1

Table 5: regression of Independent Variables on Employees performance

EP	Std. Err.	T-Statistics	t-Value	P-Value
Jobstress	0.322	0.441	8.678	0.0000***
Finrew	0.233	0.200	3.863	0.0000***
Orgocult	0.331	0.461	9.013	0.0000***
TTDV	0.32	0.329	6.381	0.0000***
Mannat	0.332	0.259	5.006	0.0000***

Note: *** indicates 1% significance level

From the regression model shown in the above table (V), factor variables statically and significantly affect employee's performance in an organization. In effect, they are positively related to employee's performance, but it is imperative to note that, the positive effect of job stress, financial reward, organizational culture, training and development and management attitude on employee's performance is consistent with prior studies (Thoresen *et al* (2004); Polakus *et al* (2002)). The results of analyzing show that the hypothesis is supported and there are positive variables between variables. The results in the regression show that in general, independent variables positively affect the firm performance as measured by the employee's performance. Therefore, the independent factors increase employee's performance of an organization. In this regard, the effect of management attitude, job stress, and organizational culture (0.332, P<0.000; 0.322; P<0.001; 0.331, P<0.001) on the employee's performance (EP) was stronger than the rest of the independent factors.

Table 6: Results of Regression

Multiple R	R-Square	Adjusted R-squared	Standard error of estimate
0.545	0.545	0.514	1.57

Note: Prob>F=0.2365

In testing the relationship between study variables, statistically from the table, independent factor variables contribute to a good fit at a significance F value (0.2365), since the F value is less than 0.5). Nonetheless, the explanatory variables show that 54 percent of variations in EP. Moreover, independent factor variables discussed in our study positively affect employee performance, while other factors not considered in our study impacts the remaining 46 percent on EP.

Discussion

Impact of the independent factors on employee's performance

Taking only into account, the findings concerning the direct effects, it is found that, management attitude and organizational culture have the strongest direct impact on employee's performance (EP). (0.332, 0000*; 0.322, 0000* respectively), which is in line with the findings of Thoresen *et al*, (2004). Financial reward and personal problems have a weaker but still significant direct impact on EP (0.233, 0000*, 0.32, 0000*, respectively). These findings are consistent with those Morrison & Phelps (1999), and Parker *et al*, (2002), Diamantidis and Chatzoglou (2018). Concerning positive relationship performance and job satisfaction. The hypothesis was accepted and confirmed, which is in line with other researchers examined the relationships and found similar results. (Dizgah *et al* (2012). It should be noted, job satisfaction is a tool that can lead to higher productivity of an organization. Employees would work better only when they are satisfied.

However, the findings also reveal a positive relationship between employee performance and organizational culture. The hypothesis was confirmed and accepted. Other scholars who have conducted with this factor variables found similar results. Organizational culture is one of the indicators of the outstanding performance of employees of an organization. This implies that an increase in organizational culture activities will lead to an increase in employee performance. All the independent factor variables have a positive influence on employee's performance which is in line with other researcher's findings. Approaching the aforementioned results from managerial insightful, it can be said that, managers should pay attention to job-related activities since it can significantly affect employee's performance. The job environment should be enhanced continually in terms of employees' job satisfaction. Management should have to designed jobs and personalized in a way to give employees the impression that, their job is unique and valuable for the organization. Managers of Airline, however, should also be concerned about organizations' culture, since this factor highly affects and undoubtedly shapes employees' immediate job performance. Managers should instigate an effort on establishing a healthy organization culture regarded as a high-quality relationship between managers,

employees, and co-workers of the airline company. Moreover, managers of the airline company should consider enhancing their training and development culture. This will go a long way to aid employees to attain new job-related knowledge, skills, and abilities which assist them to be more proactive and adaptive when engulfed with numerous job related problems. When managers invest in a disciplined training and development culture, which is centered on employee's needs, it thus influences their job performance. We examined the factors affecting employee's performance using Ethiopia Airlines.

Conclusions and policy recommendations

We used a survey on all employees at Ethiopia Airline excluding postgraduate's workers and workers with no experience. The findings reveal that all the independent factors affect employee's performance at Ethiopia Airlines. The findings, however, suggest that management attitude and organizational culture have the strongest direct impact on employee's performance (EP). Moreover, financial reward and training and development have a weaker but still significant direct impact on EP. These findings are consistent with those Morrison & Phelps (1999), and Parker *et al*, (2003), Diamantidis and Chatzoglou (2018). Based on the findings, the study would recommend that managers should dynamically support job-related activities. This supports given to employees would improve both organizational culture, and climate which will, directly and indirectly, affect their performance of job levels.

Limitations and further studies

There is a potential caveat of this research, that is, the sample of the study is not heterogeneous. This shows that it focused only on one business industry. (Ethiopia Airline). Further studies could explore by using one or more business industry or company. However, adding other factors to model variables may lead to useful conclusions since our study used cross-sectional reported factor variables.

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