Factors Influencing Employee Performance at the Banking Sector in Kingdom of Bahrain: Literature Review

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ABSTRACT: The purpose of this paper is to explore the factors influencing employee performance, namely: leadership style, job satisfaction, motivation, employee engagement and work environment lead to good employee performance towards service organizations. Moreover, there isn't any extensive study which investigates the relationship between these six factors to performance in service sector. Therefore, this paper intends to report a literature review exploring the major factors for employee performance in service organizations. The finding revealed that leadership style, job satisfaction, motivation, employee engagement, work environment, that have the more significant positive influence on employee performance. The findings of this article provide policy makers and managers with a practical understanding of the factors that are likely to impact employee performance in the service sector. Thereby attracting and gaining more customers. This paper will help service organization's managers to understand the factors that impact employee performance would enable managers to develop more effective strategies for increasing employee performance in service organizations.

Keywords: leadership style, job satisfaction, motivation, employee engagement, work environment, Performance, Service sector, Kingdom of Bahrain.

I. INTRODUCTION

Bank performance is described as a depiction of how the advantages of a bank are used so that it understands their objectives. The term execution of banks usually uses a lot of calculations that indicate how much the bank has been prepared to reach the previously negotiated goals under the current circumstances. Throughout recent Decades, banks in the form of loans and adventure systems have sought to expand financial balance sheets, charges and card organisatons [1, 2]. In its late start, the budgetary structure has evolved in line with the increasing nature of its environment [3].

Leadership has a more powerful effect on employees' attitude towards their jobs. The leadership role in today's world Organizations have changed, and any organization's success depends on leadership styles. Although there are different theoretical approaches to studying leadership styles, the framework for transformation and transactional leadership has received considerable support for research [4, 5]. Research studies conducted on leadership concentrate primarily on transformative leadership but some other researches also offer transactional leadership significance [6].

On every company, there are secret soldiers behind organizational success and achieve the competitive advantage that separates the organization from other organizations in the same sector called employees, because managers and leaders need to contribute their strategies to a friendly workplace by the employee incentive to achieve outstanding performance that leads to achievement [7].

Leaders have a unique role in creating a friendly workplace, motivating employees and increasing job satisfaction, as well as enhancing employee attitudes, all of which determine the efficiency of the workplace, so leadership means the ability to influence others to achieve organizational goals and achieve organizational vision by influencing employees in various ways[8, 9].

On the other hand, a friendly workplace has a significant impact on the morale and creativity of workers, on the levels of teamwork, on how they interact and believe they are part of the company, and on how leaders and employees cope with problems such as turnover and conflict [10, 11].

According to [12] stated that the work place environment also has a huge effect on everyone, even the business. The business won't develop well if the workplace environment surrounding it isn't favorable, the quality of job success is dictated by a healthy work climate. Unhealthy workplace environments will render workers anxious quickly, not happy to work, come late and vice versa. If the work climate is healthy then the employee should be excited about workplace of course [13].

The term Motivation comes from the Latin word Movere which means an action-causing inspiration, motivating force or power [14]. The word Movere in English is often likened to Motivation, which means giving a reason, develop a motive or of events that give rise to an urge or a condition that gives rise to an urge. Motivation may be described as a motivation to increase one's ability to function, each motive has a particular purpose to accomplish [15, 16].

Based on [17], revealed that the working climate has been found to influence the efficiency of the workers. Employees are more than an organization's most valuable commodity; they play a vital part in overall organizational success and potential competitive advantage. Employees invest a large portion of their time with the company they operate within. The key aim of this research is to figure out the work performed in regards to the working climate and success partnership. The quality and quantity of work produced by workers are affected by the work atmosphere when poor climatic conditions may cause inadequate productivity of the worker as well as reduce the satisfaction of their employment [18, 19].

II. LITERATURE REVIEW

A. The Relationship between leadership style and employee performance

Transformation and Transactional Leadership members of these leadership models reflect on the interaction between members and their supporters and how they seek to inspire them to improve their success of their jobs, becoming mindful of their thoughts and desires, influence the employee to do their best effort for achieving their assigned goals and to create a better future for the organization in the assigned job tasks [5, 20]. Leaders in this leadership style try to reward employees if they achieve their goals and goals to create a good impact on employee performance to increase commitment and loyalty because they are being in comfortable workplace environment [21-25].

According to [26] that employee performance is tailored to a company's capacity and community; successful employee performance can affect the success of the organization. Employee success is affected by complex considerations such as style of leadership and compensation.

They aim from this research is to evaluate the impact on employee efficiency of the leadership style and the compensation. Moreover, leadership is the capacity to manipulate a community to accomplish the aim that has been designed or established leadership style is the willingness to provide positive control to others, or through them, to create a concerted attempt to achieve the intended goals [27-30].

H1: Leadership style has significantly positively association with Employee performance

B. The Relationship between Motivation and employee performance

The empowering motivating job environment should be one that views employees fairly. Whatever the amount of input a single worker has on the processes of the business as a whole, it is vital for a manager to offer each employee a feeling of playing a complicated game, Vital place in something far greater than that [31]. Indeed, the production of loyalty is a key feature of inspiring workers and thereby growing the overall organizational performance. Praise is one essential tool for empowering workers [32, 33]. Good project managers need to know how to develop the effective worker incentive process. Although supervisors in the workforce still often overlook that, there may be a real job being performed. Through endless cases Praise has shown efficiency [34].

According to [35], found that the concept of motivating is as follows: 'Motivation is an organism's energizing state that helps to steer the entity towards the target of a certain class.' Which implies the motivation is a process that drives individuals toward certain goals. Defines motivation as follows: "Motivation is an invitation to want and a guiding power to function [36-39].

H2: Motivation has significantly positively association with Employee performance.

C. The Relationship between work environment and employee performance

Based on [17]. The working climate has both beneficial and detrimental effects on the health, efficiency and commitment of workers. In most industries the work place environment is unhealthy. Which involve improperly built workstations, inadequate furnishing, Have little of ventilation, insufficient illumination, unnecessary noise, ineffective fire evacuation protection systems and lack of personal protective equipment. Personnel employed in these conditions are vulnerable to workplace disease and it impacts the output of workers [40].

Due to the working environment, efficiency is therefore every. It is the nature of the working atmosphere of the employee that most impacts its morale level and eventual results. How well they interact with the company, especially with their immediate setting, significantly influences their error rate, degree of creativity and cooperation with other workers, absenteeism and eventually, How long they 're still in service [41, 42].

To order to maximize income for the company, enterprise or small business, maintaining a work atmosphere to which workers feel successful is necessary. Workplace relationships, workplace relationships and work tools, become an essential part of the job itself. The management that specifies precisely how to enhance productivity levels around two main focal areas: personal encouragement and workplace environment infrastructure [43-48].

H3: Work environment has significantly positively association with Employee performance.

D. The Relationship between job satisfaction and employee performance

Job satisfaction plays a significant role in terms of job performance and, to some degree, in terms of morale, quality, relationships with workers, absenteeism and attrition, well-being and organizations. Assuming that work satisfaction is a complex quality, Situational factors as well as features of human behavior may be defined on-the-job. Studies evaluating relationships between job productivity and employee engagement, and the methodologies utilized, have major variations [49]. Such methodologies vary from specific scales, self-report ratings and peer reviews or supervisor ratings. One specific study result is that job happiness impacts employee efficiency and life satisfaction [50, 51].

This connection is conditional-people who tend to be comfortable with their career and people who are satisfied at work tend to be happy in life. In the background of Nigeria, where unemployment levels are high and poverty rates are also large, many workers are

not primarily worried with work satisfaction; But getting a career 'paying fair salaries.

Most Nigerian workers may not feel happy with the job. That is because too many individuals are seeking so little job prospects. Businesses thus took unfair advantage of the job potential to manipulate the cheap labor. The resulting impact is that those fortunate enough to be working never talk about happiness at work. It's not enough to earn a paycheck to 'take them home [52-55].

H4: Job satisfaction has significantly positively association with Employee performance.

E. The Relationship between employee engagement and employee performance

The job integration defines the degree of passion, commitment and honesty the individual feels for his position and the organization in which he serves, which makes respected attempts to accomplish the organization's goals, its performance, advancement which continuity [56-58]. Normally, the combined employee begins his job aggressively and impulsively in order to do his utmost, and deals for them and actively cares for any small and large worker in the field of his employment, and when these roles lead to management 's approval, respect, motivation and incentive, he will be relaxed in his work and perform in a manner that strengthens the interests [59].

According to [60],Employee engagement has been conceptualized in different forms, such as the optimistic mindset of the workers towards the company and its ideals. Individual achievement is primarily determined by the degree of commitment of an individual for their company and principles. An employee concerned is conscious of the competitive climate and works with colleagues to enhance job performance for the benefit of the company [61].

Study done by [62], Engagement is characterized by intensity, absorption, dedication, inspiration, vigor, resolve, enthusiasm and a supportive atmosphere described as a trigger for employee performance. According to [63], Committed workers have a good mindset and a working-based state of mind marked by vigor, commitment and concentration, rendering workers physically active in the office, thus reducing the risk of producing mistakes and failures relevant to the job.

Furthermore, there is a strong relationship between employee performance and job success through improved engagement, and it is because engaged workers feel optimism feelings that develop their feelings and allow them to be more likely to focus and engaged at work [64-68].

H5: Employee Engagement has significantly positively association with Employee performance

III. UNDERPINNING THEORIES

A. Job satisfaction theories

Job satisfaction in its most general conceptual framework is just how satisfied an person has with his career. We can simply say that job satisfaction relates to the thoughts and strengths of the people towards their jobs. Positive and favorable work habits reflect workplace satisfaction [69], workplace frustration reflects cynical and unfavorable attitudes towards the workplace. This happiness may be affective: a one-

dimensional psychological form that reflects an overall positive impression that people have about their job as a whole [70].

B. Two-factor theory

In this theory, it focuses on the results of dissatisfaction and contentment. As a part of this hypothesis, they noticed that certain features of the work were creating satisfaction and therefore inspiration, while some aspects were creating worker dissatisfaction [71]. The reasons that generate the high satisfaction of an employee with the work are acceptance, gratitude, accomplishment, advancement, knowledge of the individual's importance, ownership of the person's role, desire to improve, and ability to develop, as fulfilling such needs contributes to a high degree of job satisfaction and improved performance [72, 73].

C. Maslow Theory

Maslow categorized the individual's desires according to their significance in inspiring him to work. To fulfill them, preference and value was assigned to fulfilling the lower level above others. The need for a person to move towards the satisfaction of the other level and so divide these needs at the base of the pyramid, and then the need for security, love and respect, the ends with the need for self-realization at the top of the pyramid [74, 75].

IV. CONCEPTUAL FRAMEWORK

In this below Figure that shows there are different Variables. Employee Performance is dependent Variable (DV) while leadership style, job satisfaction, motivation, employee engagement and work environment are Independent Variables (IVs) that have positively significantly with Employee performance.
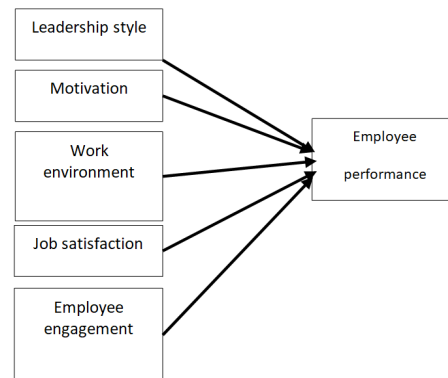
Fig. 1. Research model of this study (aldoseri, 2020).

V. RECOMMENDATIONS AND LIMITATIONS

Leaders have a unique role in creating a friendly workplace, motivating employees and increasing job satisfaction, improving employee attitudes, all of these factors determine the efficiency of the workplace, so leadership means the ability to influence others to achieve organizational goals and achieve organizational vision, by manipulating staff in various areas and implementing the following suggestions as proactive strategies to develop companies in accordance with the competitive edge. By Making the workplace interesting to the employee. Check out fresh chairs, prints,

paintings, mirrors, roses, dolls, sculptures, rugs, pieces of art, crystals, etc. Inanition, Deleting the garbage when people they do this; they often find a drastic increase in their performance.

Moreover, taking our self-closer to nature by introducing a few plants in the office then we find our self even more loving the climate. Having a good air conditioning is important, because sometimes we want to feel cooler, or sometimes we want to do air circulation. Using a small fan to hold a comfort level right wherever you would like it to be. Easily trying to express a few words of gratitude or sincere admiration for a well-done job will help to improve the morale of employees. Give rewards, be it financial incentives, corporate vehicles or other stuff. This provides workers with a purpose to strive for, which can generate excitement that is sometimes infectious among workers.

Open contact channels for workers and figure out what sort of activities or services will inspire them. It would also allow them and realize like they are a major contributing force for the organization. Understand that employee morale can be greatly affected by the work environment. A bleak workplace lacking in light and color will cause depression and lack of motivation. Shine up the room with a paint scheme, fresh plants and an elegant art piece. Help employee and administrator touch. Doing this would encourage workers to feel confident expressing their views and offering recommendations for better workplace and working environments. Modify the organizational mission and vision and incorporate both staff and divisions and making sure that all person feels as if they are an important part of the company's future.

VI. CONCLUSION

Firstly, the purpose of this study is to integrate the factors influencing employee performance in service organizations. In other hand, this article focused on the six of variables that influence on the performance. It was found three of them are more influencing on the performance such as Leadership, work environment, and job satisfaction[12, 29]. While, Workplace climate plays a crucial role in inspiring workers to do their assigned task. Since money is not a motivator enough to promote the workforce success expected in today's dynamic market climate. Managers and managers would need to deal confidently across the full spectrum of variables affecting employee productivity in the workplace.

The skills needed include the ability to include staff in the setting of shared objectives to explain expectations of position and provide daily results. Time and energy must also be devoted to providing appropriate opportunities for success, controlling procedures, providing sufficient support and coaching in the workplace.

Last but not least, guiding their companies to high success managers and supervisors will put their organization's human face at the front. The human-to-human contact is paramount here, by offering individualized guidance and motivation to each and every employee. It is known from this study that public sector organizations provide their workers with a good working climate, which does not impact their work performance any more.

VII. FUTURE SCOPE

This study was carried out five factors that influence on performance in previous studies. In other hand, they are most important elements as well as more frequency in literature review. The five factors conducted in Banking service organization at varied countries.

Now based on the outcomes of this study, we have the following future plan and suggestions.
— The current study will be quite helpful to understand the most variables impacting on performance in banking organizations

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