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Identification the Components of Evaluation of Employee Performance Smart Pattern (Case Study: Bank of Industry and Mine)

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Purpose: Evaluation of employee performance plays an effective role in organizational productivity and effectiveness. As a result, the purpose of this study was identification the components of evaluation of employee performance smart pattern.

Methodology: This study in terms of purpose was applied and in terms of implementation method was qualitative. The research population was specialist managers and experts evaluation of employee performance of the bank of industry and mine in 2020 year, which according to the principle of theoretical saturation number of 16 people was selected by purposeful sampling method. The research tool was a semi-structured interview, which whose validity was confirmed by the triangulation method and its reliability was calculated by the agreement coefficient method between the two coders 0.82. Finally, data were analyzed based on open, axial and selective coding methods.

Findings: The findings showed that components of evaluation of employee performance smart pattern had 50 open codes in 12 axial codes and 3 selective codes. The selective codes included the factors of functional (with 4 axial codes of optimal function, quality of work, active and effective participation in meetings and planning, forearm and follow-up), job behavior (with 7 axial codes of observing administrative regulations and discipline, proper behavior and encounter with clients and colleagues, cooperation and accountability, analysis of issues and providing appropriate solutions, self-propulsion and innovation, increased job information and skills and information transfer) and ethical behavior (with 1 axial code of observing ethics and Islamic behavior). Finally, according to the identified components, the evaluation of employee performance smart pattern was painted.

Conclusion: The results of this research have practical implications for the specialists and officials of the Bank of Industry and Mine, and they with the help of identified components for evaluation of employee performance smart pattern can provide the ground for improving the performance of the organization.

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1. Introduction

Human resources are one of the most valuable assets of any organization, and a significant part of the growth and development of the organization depends on the correct performance and increasing the efficiency of the workforce (Liu, et al, 2022). Capable and efficient human resources, in addition to being able to make the organization efficient and profitable, at the same time, it will be useful for the society and will make the macro strategies of the society flourish. For this reason, countries and organizations have been investing in this valuable force for a long time and trying to flourish and improve it. The improvement of human resources leads to deeper insight and insight, higher knowledge and skills of employees in the implementation of job duties and responsibilities, which leads to the achievement of organizational goals and increases the efficiency and effectiveness of the organization (Alaei & Farajpour Khanaposhtani, 2018).

The organization's effort to improve the performance of employees makes it possible to discover their hidden talents and also increases their ability to deal with problems in critical situations and prepares them to manage related affairs. Undoubtedly, improving the performance of each employee provides the basis for the growth and improvement of the organization's efficiency and will lead to the increasing development and progress of the organization along with the satisfaction of the employees (Kataoka, Morikawa & Takahashi, 2019). One of the effective factors in evaluating the performance of employees is their intelligence, and intelligent factors are mentioned as a main component in information analysis and data mining systems (Hasani, Azar, Shahrabi & Moghbel Baarz, 2017). Business intelligence has been proposed not only as a tool, product or even system, but also as a new approach in the organization based on the speed of information analysis to make accurate and intelligent business decisions in the least possible time, which includes a set of applications and analysis that It helps to make decisions for smart business activities (Pardo, Sven Ivens & Pagani, 2020).

One of the key factors that should be taken into consideration by any organization is the performance of people, which can block the success of the organization on the one hand, and on the other hand, play a role as a competitive and strategic element in maintaining the survival of the organization and increasing productivity. Therefore, organizations are forced to implement employee performance evaluation programs (Abbasi, RanayeeKordshooli & Asgharijahromi, 2017). Performance evaluation is a process by which the performance of employees working in an organization is measured, and if it is done correctly, the organization will reach appropriate effectiveness and productivity, and employees, supervisors, deputies and managers will benefit from it (Lopez, Dohrn & Posig, 2020). They defined employee performance evaluation as the systematic description of the strengths and weaknesses of an individual or group's performance in relation to their job duties (Stollberger, Heras, Rofcanin & Bosch, 2019). Employee performance evaluation is a process in which data regarding past and current work performance and behavior of employees are collected and examined, and some of the most important goals of performance evaluation can include improving individual performance, promoting motivation and ethics, clarifying expectations and reducing ambiguity in introduced about performance achievements and determining the amount of reward (Shanshan & Chang, 2018).

Performance evaluation is a part of the performance management system, in which the job performance of individuals is evaluated in line with the fulfillment of the set standards, and this structure, in addition to being used for administrative and executive purposes in the organization, is one of the important tools for improving performance, employee productivity and It is considered an organization (Orr, Hollingworth & Beaudin, 2019). Performance evaluation at different levels, including organizational, group and individual, is a response to the information needs of managers so that they can identify their strengths and weaknesses with this information and take steps to improve their strengths and eliminate their weaknesses, and a suitable performance evaluation can lay the foundation of an organization and play an effective role in improving employee performance (Chong, Loy, Masschelein & Woodliff, 2018). The most important reasons for the need of organizations to evaluate the performance of employees, encouraging desirable performances and prohibiting undesirable performances of employees, identifying people who have the ability to be promoted or are entitled to an increase in salary and fringe benefits, assessing the training needs of employees who need

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training to promote or compensate for deficiencies, and the possibility of revision Jobs and organizational positions are (Wang, 2020). Employee performance evaluation is both a preventive and a diagnostic activity. In other words, if the situation worsens, what needs to be corrected is determined, and if good results are achieved, possible ways and means are used to improve performance and effectiveness (Frederiksen, Lange & Kriechel, 2017). . Today, it has been proven that employee performance evaluation is a necessary and legal task for any organization, and in order to progress and achieve one's career or organizational goals, a person needs to be aware of his and the organization's situation in order to adopt solutions and strategies for greater effectiveness by recognizing the strengths and weaknesses and perform (Rusu, Avasilcai & Hutu, 2016). In addition to the implementation problems of employee performance evaluation, the main problem is the attitude of some managers who ignore this valuable process and do not use it practically and probably consider it as the last management tool. The reason for identifying employee performance evaluation is to design a system that can eliminate the shortcomings and problems of current evaluation systems as much as possible (Islami, Mulolli & Mustafa, 2018).

In the following, the results of the most important researches related to the components of the intelligent model of employee performance evaluation are reported separately and briefly. Nejad Irani, Makhdoomi, Rahimi & Hojati (2021) in a research about the model of employee performance evaluation, the categories of performance evaluation challenges, the incorrect consequences of performance evaluation and the applications of optimal performance evaluation as causal factors, productivity in the organization as a central category, the implementation of comprehensive quality management, Effective leadership, objective and subjective indicators and the pathology of conflicts and providing improvement solutions as strategies, creating a dynamic culture and providing professional development competencies of employees and managers as platforms, formulating and implementing the organization's strategic management as an intervening factor and forward-looking planning, developing communication skills. And they identified technology, intelligent organization, productivity improvement, improved employee performance and efficient human resources organization and system as outcomes.

Behboudi, Rojui, Zarei & Shojaee Baghini (2019) concluded that marketing performance evaluation criteria include stakeholder criteria and social responsibility, financial criteria, brand criteria, market criteria, job-related criteria, organizational and process factors criteria, Growth and learning were the criterion related to employees, the criterion related to infrastructure and the criterion related to technology.

Alaei & Farajpour Khanaposhtani (2018) researched the components of fuzzy multi-criteria decision-making to evaluate and rank employees, including teamwork, time management, control and supervision, comprehensiveness, decision-making, planning, training others, effective communication, order, accountability, transparency and openness. , speed of action, accuracy, creativity and initiative, balance in behavior, acceptability of criticism, trustworthiness, trainability, work knowledge, automaticity, attendance on time, satisfaction of clients, attention to safety, organizational commitment, following up and adherence to rules and regulations. .

Rojuee, Ramezani, Hesari & BorBor Jafari (2017) while researching employee performance evaluation indicators including four dimensions of internal processes (with five components of public relations and advertising, increasing the quality of insurance policyholders' services, reducing the time spent by customers, responding to customers and interacting with other organizations), customer (with six components of customer satisfaction, attracting new insurers, creating a positive image in the minds of customers, creating strong relationships with customers, increasing the value that can be offered to customers and updating the rules of the organization according to the requirements of the time), learning (with seven components of change Organizational atmosphere, use of technology, continuous and in-service training, employing skilled employees, research and development costs, increasing motivation of employees and learning organization) and financial (with six components of improving the financial structure, developing income opportunities, reducing costs, increasing the collection of claims , optimal management of capital and increased use of assets) were identified.

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Abbasi, et al (2017) concluded in a research that the employee performance evaluation model has customer dimensions, internal processes, growth and learning, social performance and environmental performance, and individual skill and work behavior components, individual action to improve processes, knowledge sharing, Innovation and creativity in work, facilitating the growth and learning process, satisfying the social stakeholders and presenting a positive image of the organization to the society.

Ronaghi & Feyzi (2013) concluded that the assessment of business intelligence performance has five dimensions of intelligent system operations (with three components of system response speed, system security and flexibility), meeting the needs of users (with two components of system user support and matching the needs of users), meeting the needs of the organization (with two components of supporting the organization's efficiency and supporting organizational decision-making), services and integrated ability (with the two components of covering and applying information and gathering and storing information) and analysis ability (with The three components were accuracy of information, comprehensive analysis and discovery of implicit relationships of information).

RanayeeKorshooli & Saghapour (2011) concluded in a research that the employee performance evaluation model based on organizational performance management models has the dimensions of the individual's role in facilitating organizational leadership (with three components of implementing organizational missions and values, promoting a culture of excellence, and designing and implementing organizational transformation), the role of the individual in formulating, implementing and evaluating the goals and strategies of the organization (with three components of formulating the goals and strategies of the organization, implementing the goals and strategies of the organization and revising the goals and strategies of the organization), the role of the individual in realizing the goals and plans of human resources management (with three The component of improving the knowledge and competence required by the organization, creating two-way communication between oneself and the organization and implementing and evaluating human resources programs in the organization), the role of the individual in attracting resources and facilitating inter-organizational relations and cooperation (with four components of creating constructive communication with customers, partners and community representatives, management of financial and physical resources, identification of technology and its application and management of information and knowledge), the role of the individual in the management of organizational processes (with two components of innovation and design of organization processes and design of products and services based on needs and customer expectations), the degree of achievement of job goals (with the three components of improving one's learning, performing desirable job behaviors and improving one's job achievements), trying to communicate with the organization's customers and creating results for them (with the three components of improving the organization's image among customers, increasing customer satisfaction from selling products and providing services and maintaining customers), fulfilling social responsibilities (with the two components of improving the organization's image and improving the organization's performance as a responsible citizen) and the organization achieving positive business results (with the two components of improving financial achievements and promotion of non-financial achievements).

Rajabzadeh, Khodadad Hosseini & Parvizian (2005) while researching the design of employee evaluation system in the banking system concluded that for those three performance dimensions (with five components of planning, quantity of work, quality of work, organization and guidance and control), a process (With eleven components of using physical, financial and time resources, using human resources, taking responsibility, making decisions and following up, communicating and behaving appropriately with customer and colleagues, creativity and innovation, flexibility, compliance with regulations and administrative discipline, up-to-date information and skills. and active and effective participation in meetings) and ethical (with a component of observing moral principles and religious rituals) were identified.

In Iran, performance evaluation has been done in a limited way for less than half a century, and considering this background, unfortunately, this issue does not have an acceptable development and improvement, and it is considered a major problem for service and production organizations in the country. The banking system,

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as a part of the group of organizations of the country is not exempt from this rule, and the employee evaluation system in the banking system needs to be investigated and analyzed (Rajabzadeh & et al, 2005), Also, although there have been researches about performance evaluation hundreds of years ago, no research was found that tried to identify the components of the intelligent model of employee performance evaluation. In addition, the results of this research can have practical implications for bank specialists and planners, especially Bank of Industry and Mine, and they should design solutions to improve the performance of employees based on the results of this research and similar research. According to the mentioned materials, the purpose of this research was to identify the components of the intelligent model of employee performance evaluation.

2. Methodology

This study was applied in terms of purpose and qualitative in terms of execution method. The research community was the managers and expert experts in the evaluation of the performance Bank of Industry and Mine employees in 2020 and according to the principle of theoretical saturation, 16 people were selected as a sample with the purposeful sampling method. In the principle of theoretical saturation, there is no special rule for determining the sample size, and sampling ends when new samples cannot add new information to the research. In addition to that, in the purposeful sampling method, the goal is to select people who, after having the conditions to enter the study, can help the researcher the most in gathering comprehensive information. The conditions for entering the study in the present study included at least a master's degree, having executive experience, willingness to participate in research, and at least 10 years of work experience. The process of conducting the research was that after the approval of the proposal, with the help of supervisors and consultants, managers and expert experts were identified to evaluate the performance of employees, and then the identified samples were approached to participate in the research, and after stating the importance and necessity of the research, and compliance with ethical points and their consent, the conditions of the interview, including the time and place of the interview, and the note of the key points of the interviews, in addition to their recording, were stated. In the next step, the interviewer and the interviewee were present at the designated time and place, and the interviews were conducted individually, and in addition to noting the important and key points, the audio of all the interviews was recorded for review and at the end of the interviews, the interviewees were thanked and appreciated.

The research tools were demographic information form and semi-structured interview. The demographic information form included gender, education, marital status and age. In addition to that, the semi-structured interview had six main questions and a number of sub-questions that the interviewees were free to answer as long as they did not deviate from the framework of the research, and if they deviated from the framework, the interviewer would guide them or give them a warning. The interviews lasted about 45 to 55 minutes. The validity of interviews was checked by triangulation method. Triangulation methods include data source triangulation (using multiple sources of data in a study or research), researcher triangulation (using more than one researcher to collect, analyze, analyze, and interpret data) and theoretical or theoretical triangulation (using multiple perspectives to interpret data). The validity of triangulation in this study was that the interview questions were examined with two experts and at the same time, the study of theories, information sources and documents were also used. The reliability of the interviews was obtained by the method of the coefficient of agreement between two coders at 0.88.

Finally, the data obtained from the implementation of the demographic information form were analyzed with descriptive statistics methods, including frequency and frequency percentage, and the data obtained from the interviews were analyzed with open, central and selective coding methods.

3. Findings

In Table 1, the frequency and percentage of demographic information of the samples of the present study including gender, education, marital status and age were reported.

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Table1. Frequency and frequency percentage of demographic information of the samples of the present study

Variables	Levels	Abundance	Frequency
gender	Man	13	81/25
	Female	3	18/85
education	Masters	5	31/25
	P.H.D	11	68/75
Marital status	married	14	87/50
	Single	2	12/50
age (years)	31-40	7	43/75
	41-50	5	31/25
	Above 50	4	25/00

According to Table 1, most of the samples of the present study were male (13 people, equal to 81.25 percent), doctorate (11 people, equal to 68.75 percent), married (14 people, equal to 87.50 percent), and aged 31-40 years. (7 people equal to 43.75 percent). In Table 2, the results of open, central and selective coding were reported in the samples of the present study to identify the components of the intelligent model of employee performance evaluation.

Table2. The results of open, central and selective coding in the samples of the present study to identify the components of the intelligent model of employee performance evaluation

Selective encoding	Axial coding	Open coding
Functional factors	Optimal performance	1. Full use of working hours, 2. Avoiding postponing work and 3. Doing all assigned work on the usual or scheduled time.
	Quality of work	1. Doing the work completely and 2. Doing the work correctly and without defects
	Active and effective participation in meetings	1. Attending meetings on time, 2. Participating in meetings and administrative negotiations with the necessary preparation and obtaining the necessary information in advance, 3. Listening carefully to the words of others, 4. Having the presence of mind, 5. Giving others a chance to speak, 6. Expressing opinions. Constructive and 7. The ability to draw conclusions from negotiations
	Planning, foresight and follow-up	1. Establishing comprehensive, simple and flexible implementation plans with a time limit to achieve the goals, 2. Broadness of vision in identifying issues and predicting positive and negative effects and 3. Following up on matters until the desired results are achieved.
occupational behavior	Compliance with regulations and administrative discipline	1. Complying with attendance regulations, 2. Completing work on time, 3. Avoiding wasting time, and 4. Complying with administrative hierarchy.
	Appropriate behavior and dealings with clients and colleagues	1. Trying to solve the issues and problems of the applicants, 2. Doing the related work and 3. Establishing proper relationships with colleagues
	Cooperation and responsibility	1. Having a spirit of cooperation and understanding, 2. Having a spirit of tolerance and tolerance, 3. Having a sense of conduct and 4. Interest in work and a sense of responsibility.
	Analyzing problems and providing appropriate solutions	1. Paying attention to different aspects of problems, 2. Trying to classify knowledge related to problems and finding their roots, 3. Presenting various methods to solve problems and 4. Correctly evaluating solutions.
	Spontaneity and innovation	1. Recognizing the needs of the organization and providing appropriate solutions to solve them, 2. Having the motivation to work and creating productive work, 3. Providing work before superiors demand, 4. Taking the lead in implementing personal activities and solving organizational problems, and 5. Inventing methods Effective at work
	Increasing information and job skills	1. Trying to create and increase job skills and 2. Developing and updating one's job knowledge in parallel with scientific and technical developments.

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	Information transfer	1. Transferring professional knowledge to others, 2. Providing accurate and correct guidance to others, and 3. Informing relevant people of the contents of instructions, circulars, and other information sources when necessary.
Ethical behavior	Compliance with Islamic ethics and behavior	1. Modesty and modesty, 2. Sobriety and secrecy, 3. Honesty in speech and action, 4. Avoiding backbiting, 5. Participation in religious-political ceremonies, 6. Tolerating hardships on the way to goals, 7. Appropriate clothing 8. Observance of the Islamic hijab, 9. Enjoining good and forbidding evil, and 10. Living simply and avoiding luxury.

According to Table 2, 50 open codes in the form of 12 core codes and 3 selective codes were identified for the intelligent model of employee performance evaluation. The selected codes include functional factors (with 4 core codes of optimal performance, quality of work, active and effective participation in meetings and planning, foresight and follow-up), work behavior (with 7 core codes of compliance with regulations and administrative discipline, appropriate behavior and dealing with superiors, and Colleagues were cooperation and responsibility, analyzing problems and providing suitable solutions, spontaneity and innovation, increasing information and job skills and transferring information) and ethical behavior (with 1 core code of Islamic ethics and behavior). In Figure 1, according to the components identified in the current research, the intelligent model of employee performance evaluation was drawn.

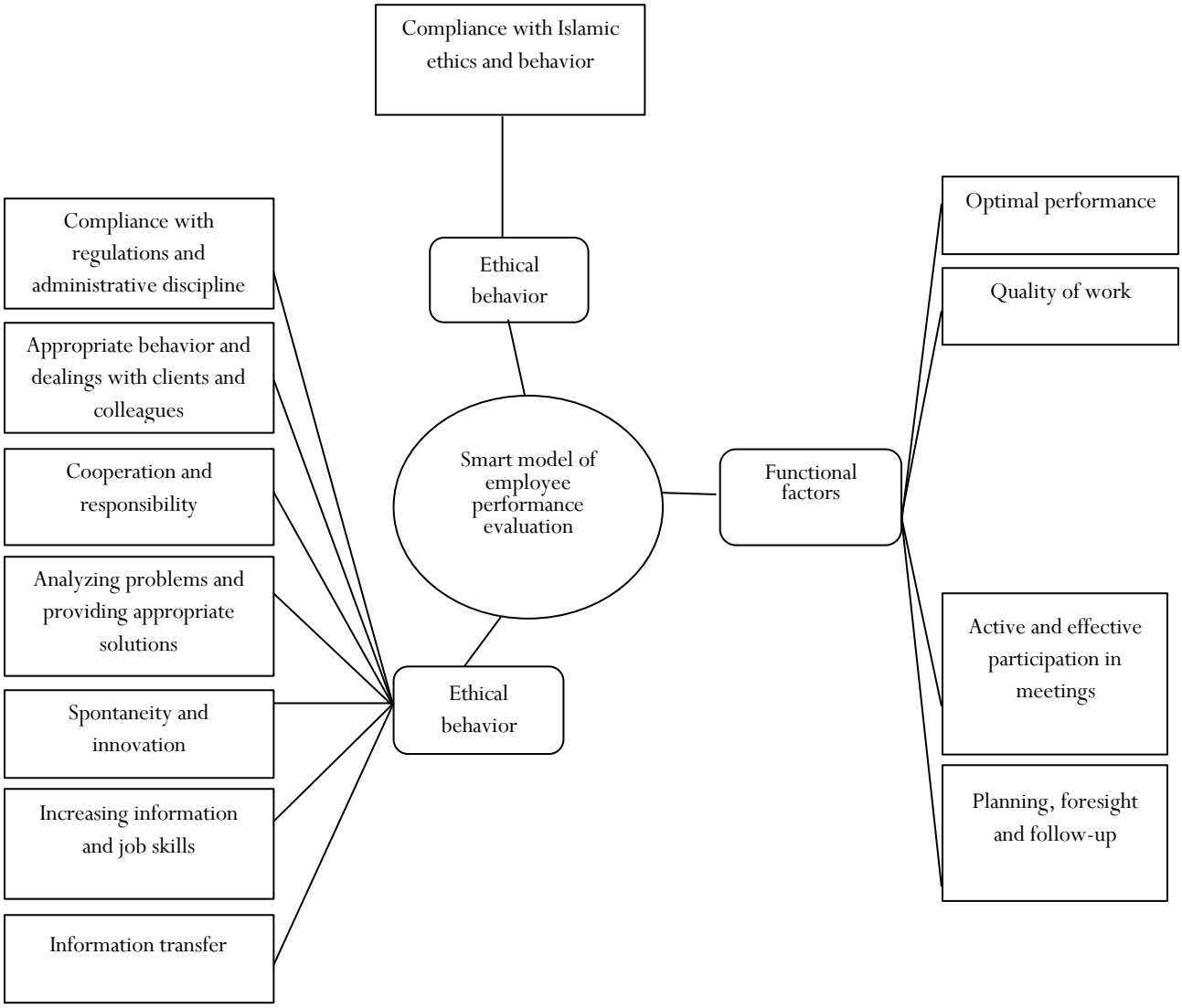

Figure1. The intelligent model of evaluating the performance of employees in the present study

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4. Conclusion

The effectiveness and productivity of the organization depends to a large extent on the evaluation of the employees' performance, and the purpose of this research was to identify the components of the intelligent model of evaluation of the employees' performance.

The findings of the current research indicated that the smart model of employee performance evaluation had 50 open codes in the form of 12 core codes and 3 optional codes; So that the selected codes include performance factors (with 4 core codes of optimal performance, quality of work, active and effective participation in meetings and planning, foresight and follow-up), work behavior (with 7 core codes of compliance with regulations and administrative discipline, appropriate behavior and dealing with the boss) and colleagues, cooperation and responsibility, analyzing problems and providing suitable solutions, spontaneity and innovation, increasing information and job skills and transferring information) and ethical behavior (with 1 core code of Islamic ethics and behavior). In some ways, the mentioned findings were in line with the findings of past researches in this field. For example, Nejad Irani, et al (2021) for the model of employee performance evaluation, the categories of performance evaluation challenges, incorrect consequences of performance evaluation and optimal performance evaluation applications as causal factors, implementation of total quality management, effective leadership, objective and subjective indicators, and the pathology of conflicts and presentation They identified improvement solutions as strategies, creating a dynamic culture and providing professional development competencies for employees and managers as platforms and developing communication and technology competencies, intelligent organization, improving productivity, improving the performance of employees and the organization, and an efficient human resources system as outcomes. Behboudi, et al (2019) evaluated marketing performance criteria including stakeholders and social responsibility criteria, financial criteria, brand criteria, market criteria, job-related criteria, organizational and process factors criteria, growth and learning criteria, employee-related criteria, and infrastructure criteria, and introduced technology-related criteria.

Rojuee et al (2017) identified employee performance evaluation indicators including four dimensions of internal, customer, learning and financial processes, each of which components had. Abbasi, et al (2017) evaluated the employee performance model with customer dimensions, internal processes, and growth and learning, social performance and environmental performance, and components of individual skills and work behaviors, individual actions to improve processes, knowledge sharing, innovation and creativity at work. Facilitating the growth and learning process, satisfying the social stakeholders and presenting a positive image of the organization to the society. Ronaghi & Feyzi (2013) concluded that the evaluation of business intelligence performance had five dimensions of intelligent system operations, meeting user needs, meeting organization needs, service and integrated ability, and analysis ability, and each had components.

RanayeeKorshooli & Saghapour (2011) came to the conclusion that the employee performance evaluation model based on organizational performance management models has the dimensions of the individual's role in facilitating the organization's leadership, the individual's role in formulating, implementing and evaluating the organization's goals and strategies, and the individual's role in achieving goals. and human resource management programs, the individual's role in attracting resources and facilitating inter-organizational relations and cooperation, the individual's role in managing organizational processes, the extent to which job goals are achieved, trying to communicate with the organization's customers and creating results for them, fulfilling social responsibilities and achieving the organization's The business results were positive. Rajabzadeh, et al (2005) for the evaluation system of bank employees three functional dimensions (with five components of planning, quantity of work, quality of work, organization and direction and control), process (with eleven components of using physical, financial and time resources, using resources Humanity, responsibility, decision-making and follow-up, communication and appropriate behavior with clients and colleagues, creativity and innovation, flexibility, compliance with regulations and administrative discipline, up-to-date information and skills, and active and effective participation in meetings) and ethical (with one component) Observance of moral principles and religious rites) were identified.

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In the description of the mentioned results, it can be concluded that the performance dimension with four components of optimal performance, quality of work, active and effective participation in meetings and planning, foresight and follow-up refer to the factors that monitor work results and look for the quantity and quality of work. In other words, the physical and tangible outputs are called functional dimensions that have an objective aspect. In the functional dimension of the smart model, employee performance evaluation includes indicators such as full use of working hours and not postponing tasks, completing tasks correctly and flawlessly at their ideal time, attending meetings on time, effectively and with prior preparation, listening to others carefully. And having a presence, giving others the opportunity to express content, expressing useful and constructive opinions in meetings, the ability to draw conclusions from negotiations and meetings, setting comprehensive, simple and flexible plans and having a broad vision and following up on issues until reaching the desired results can play an effective role in improving Have the performance of employees and organization.

Also, the occupational behavior dimension with seven components of complying with regulations and administrative discipline, proper behavior and dealing with customer and colleagues, cooperation and responsibility, analyzing problems and providing appropriate solutions, spontaneity and innovation, increasing information and job skills and transferring information to There are factors that include the amount, quality of effort and ability of employees and how they work. That is, the factors that can be completely measured by the description of the duties of the employees and the results of their work. In the functional aspect of the intelligent model, evaluating the performance of employees with indicators such as timely attendance and absence, performing assigned tasks in a timely manner and without wasting time, observing the administrative hierarchy, trying to solve the problems and problems of the applicants, creating suitable relationships with colleagues, having a spirit of cooperation, cooperation, understanding tolerance, interest in work and sense of responsibility, paying attention to different aspects and angles of problems and finding their roots, providing solutions for problems and correct evaluation of solutions, recognizing the needs of the organization and providing appropriate solutions, having motivation for appropriate work and providing work Prior to the superior's request, taking the lead in implementing personal activities and solving organizational problems, trying to create and increase job skills, developing and updating job knowledge according to scientific and technical developments, transferring job knowledge to others, providing correct and accurate guidance to other employees and awareness From the instructions, circulars and other sources of information, they improve the performance and effectiveness of the organization by improving the performance of employees.

In addition, the dimension of ethical behavior with a component of compliance with Islamic ethics and behavior refers to factors that cannot be directly measured by the description of the duties of employees, but are related to them. In the functional dimension of the intelligent model, the evaluation of employees' performance includes indicators such as modesty and modesty, modesty and secrecy, honesty in speech and having appropriate actions, avoiding absenteeism and slander, participating in religious-political ceremonies, enduring hardships and difficulties to achieve goals, observing Islamic covering and hijab, doing what is good and forbidding what is bad, living simply and avoiding luxuries can have an effective role in improving the performance of employees and organizations.

No research was found in the field of intelligent model of employee performance evaluation with which the results of the present research can be properly compared. Future researchers are suggested to design an intelligent employee performance evaluation model for other banks and even other non-banking organizations and compare its results with the results of this research. Another suggestion is to design a questionnaire for the current research model and evaluates the performance of the employees, or even based on the evaluations from the implementation of the questionnaire; provide solutions to improve the performance of the employees and the organization. The results of this research have practical implications for the experts and officials Bank of Industry and Mine, and with the help of the identified components for the intelligent model of employee performance evaluation, they can provide the basis for improving the performance of employees

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and the organization. Undoubtedly, using the results of research related to organizational performance can have a very effective role in improving the performance of employees and provide the basis for greater effectiveness and efficiency of the organization.

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