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IMPACT ASSESSMENT OF CONSTRUCTIVE GOAL FRAMING ON EMPLOYEE PRODUCTIVITY

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Abstract

The significance of employee productivity is paramount for managerial personnel in both public and private sector enterprises. This is since the effectiveness of personnel is a crucial factor in the overall achievement of the organisation. Therefore, a persistent managerial focus is directed towards devising strategies aimed at improving employee productivity, thereby increasing the overall performance of the organisation. Several empirical inquiries have explored potential approaches to enhancing employee performance, such as performance management, employee engagement, and workplace diversity. The aim of this inquiry is to scrutinize and evaluate extant literature on goal setting and its impact on the job performance of banking industry personnel in a critical manner. The unique responsibilities of a bank employee, which entail the provision of essential services through the execution of recurring tasks over an extended period, may lead to tedium because of the repetitive nature of these duties. This highlights the importance of management in offering a convincing stimulus to promote an enduring enhancement in employee productivity. The extent, caliber, and duration of banking staff's provision of distinctive services have been the subject of significant discussion in contemporary times. The present study is of a quantitative nature, and the data collected was empirical in nature. A survey questionnaire was used to gather the data. The survey utilized demographic queries and inquiries related to the variables under investigation in this study. The study collected data from a sample of 380 employees employed at the National Bank of Pakistan. The data was subsequently analyzed using the Statistical Package for the Social Sciences (SPSS). The results of the hypothesis testing demonstrate a statistically significant impact of goal-setting parameters on employee performance.

INTRODUCTION:

Background:

The fundamental objective of any organized enterprise is to achieve specific targets and aims through the efficient utilization of its available human capital. One example of such a goal is the desire to achieve market dominance and drive strong, profitable expansion by effectively identifying and satisfying consumer needs through the provision of high-quality products. The level of effectiveness and efficiency with which an organisation provides services to its end-users plays a crucial role in achieving its predetermined objectives and goals (Abbas &

Kumari, 2021). The quality-of-service delivery is a key determinant of an industry's competence, efficacy, and efficiency in a fiercely competitive market such as Pakistan. The optimization of employee productivity is a paramount consideration for managerial staff in both public and private enterprises. This is based on the notion that the efficacy of personnel is fundamental to the prosperity of any organisation. Hence, with the aim of improving the overall performance of the organisation, the management consistently devises approaches to encourage employee performance (Akinlabi et al., 2021). Several scholarly investigations have examined approaches to enhancing employee performance, including performance management, employee engagement, and workplace diversity (Atatsi et al., 2019). Various strategies have been identified to enhance employee performance, such as 360-degree evaluations, graphic rating scales, results-based systems, simplistic methods, narrative techniques, critical incident methods, and work standards methods, among others (Amilariba, 2021).Notwithstanding, the tactics employed to enhance employee performance frequently prioritize particular aspects or constituents of employee efficacy. When seeking to improve employee performance in an organisation, it is essential to consider several crucial factors, such as position, organisation, personal attributes, task-related elements, and target-related aspects. According to Devarajan, Maheshwari, and Vohra (2018), empirical evidence suggests that the implementation of goal setting can yield noteworthy enhancements in employee performance, both at the individual and organizational levels. The assessment of an employee's performance is based on their accomplishments and results in the workplace, which serve as indicators of their financial or non-financial contributions. Employee performance can be evaluated through non-financial indicators, which encompass various aspects such as task performance, customer behaviour, individual task proficiency, organizational task proficiency, and team member task proficiency, among others. The evaluation of employee performance includes customer satisfaction as a metric, as noted by Sugianingrat et al. (2019). The aim of this study is to analyze and assess previous research on the topic of goal setting and its impact on employee performance within the banking industry. A critical evaluation will be conducted. The distinct function of bank personnel, which entails the delivery of crucial services through the execution of customary duties throughout the year, may engender a feeling of tedium owing to the repetitive nature of said tasks. This highlights the importance of management providing a proficient means of incentivizing employees to consistently enhance their job performance. In recent times, there has been significant concern regarding the amount, standard, and duration of specialized services provided by banking personnel.

The Significance of Employee Motivation in the Workplace

The significance of employee motivation is a crucial aspect in nations that are in the process of development as well as those that have already developed (Pardoe, Vincent & Conway, 2018). According to research, employees who possess elevated levels of motivation are more likely to demonstrate heightened levels of commitment, efficiency, and collaboration. In contrast, diminished or absent motivation is frequently associated with decreased efficiency, absence of dedication, and opposition to alterations within the organisation (Skripak et al., 2018). Rumbi and Christian (2021) posit that motivation encompasses a cognitive process whereby an individual selects preferred outcomes and dedicates oneself to undertaking requisite measures to attain them. Motivation is the driving force that instigates specific actions aimed at achieving a predetermined or aspired objective. In contemporary business environments characterized by intense competition, the possession of a skilled workforce alone does not constitute a satisfactory condition. According to Kuranchie-Mensah and Amponsah-Tawiah (2016), the cultivation of an initiative-taking workforce is imperative for organizations to attain superior organizational objectives and

consequently improve stakeholder satisfaction. Therefore, it is imperative to engage in ongoing exploration of diverse methods to incentivize personnel to foster the development of the organisation. According to Elomien (2021), implementing initiatives aimed at motivating employees has the potential to enhance their performance and productivity, contributing to the overall success of the organisation. Various definitions have been proposed to encompass the extensive scope and versatility of this notion (Cook et al., 2018).

Various theories and perspectives of motivation

There are various theories available that endeavor to delineate motivation and offer a logical justification for the conduct of individuals in particular situations (Evans, 2019). Notable theories in the field include reinforcement theory, goal-setting theory, Maslow's hierarchy of needs theory, and expectancy theory. The motivational theories can be categorized into two main groups, namely content theories, and process theories. Additionally, some scholars also consider a third category, which is the learning or reinforcement theory of motivation (Aubret, Matignon, & Hassas, 2019). Content theories center on the goals and aspirations of motivated individuals who endeavor to enhance their job performance.

This viewpoint encompasses theoretical frameworks such as Alderfer's ERG needs theory, McClelland's learned needs theory, and Maslow's hierarchy of needs theory. In contrast, process theories of motivation endeavor to scrutinize the elements that impact an individual's degree of motivation and their interconnectedness. According to Lloyd and Mertens (2018), motivation is conceptualized by various theories, including the equity theory, expectancy theory, and goal-setting theory, as an individual's volitional determination to engage in specific behaviors. One of the most notable process theories is the goal-setting theory developed by Edwin A. Locke in 1968. This theory posits that performance and motivation are improved by explicit, challenging, and accepted goals (Latham & Locke, 2018; Locke, 1968).

Importance of establishing objectives and achieving desired outcomes within organizational settings

As per the goal-setting theory, objectives provide personnel with a clear sense of purpose regarding their expected achievements and the corresponding degree of exertion necessary to attain them. According to Polson (2013), individuals engage in goal setting as a fundamental aspect of their daily routines, whether it involves attaining a particular academic grade, punctual attendance at school, or the acquisition of a specific commodity. According to Latham and Locke's (2018) definition, goals refer to the intended outcome or aim of an action, which may involve achieving a particular level of proficiency within a predetermined timeframe. Hence, objectives embody the intended results pursued by either an individual or a collective entity. According to Polson (2013), the practice of establishing objectives has demonstrated efficacy for individuals seeking to bring about modifications in their personal circumstances. In a comparable vein, numerous enterprises presently integrate goal-setting methodologies for their establishments and staff members (Lunenburg, 2011).

According to Sarder (2016), the implementation of strategy within an organisation can be effectively facilitated through the utilization of goal setting. Any entity or institution

To enhance performance management and foster the growth of employees' abilities and potential, it is imperative to prioritize the establishment of superior and efficacious goals (Aguinis, 2019). According to Valeri (2021), the attainment of accomplishments such as enhanced revenue, shareholder value, stimulated innovation, and augmented profitability necessitates a meticulously structured process that dissects these strategies and instills precise and tangible elements of said strategies into the labour force.

The growing competitiveness among organizations requires an enhancement in the performance of both individuals and the organisation. The contemporary business landscape is characterized by swift technological

advancements, limitations in energy resources, alterations in climate patterns, strong global rivalry, unpredictable political circumstances, and financial unpredictability (Moccia et al., 2019). Hence, entities are implementing tactics and programs to endure in this milieu. Sahai and Srivastava's (2012) research indicates that a crucial element in ensuring an organization's prosperity and longevity is the presence of capable, skilled, educated, and incentivized personnel.

Given the highly competitive nature of the contemporary business landscape, it is imperative for organizations to adopt a more targeted and cohesive strategy for the management of their resources, with a particular emphasis on their most asset, namely human resources (Martono et al., 2018). The significance of goal setting cannot be disregarded in this context. Goal setting is a process that involves developing a strategic plan with the aim of motivating and directing an individual or a group towards a particular objective. Goal setting is a commonly utilized approach by organizations to improve and sustain employee performance. Through the establishment of personal and corporate objectives, managers incentivize their personnel to achieve optimal performance, thereby strengthening overall performance.

Within the realm of human resource management, the notion of performance holds significant importance, given that the primary responsibilities of the HR manager are focused on enhancing employee performance. The success of organizations is contingent on their human resources, particularly in service-oriented sectors like banking, where personnel are viewed as a key driver of competitive edge (Antwi, et al., 2016). This elucidates the rationale behind corporations' decision to allocate resources towards enhancing their human capital, fostering employee motivation, and augmenting job performance.

The concept of employee job performance pertains to the degree to which an employee's efforts contribute towards the attainment of an organization's objectives (Gravina et al., 2021). The assessment of an employee's job performance can be classified into two distinct categories, namely task performance and contextual performance. The process of task performance entails the conversion of unprocessed materials into job-specific products and services through the application of essential technical competencies. In contrast, contextual performance necessitates that workers surpass their designated job responsibilities and participate in endeavors that preserve and augment the social network of the organisation and the psychological milieu that bolsters technical duties (Cooper et al., 2019). Although both task performance and contextual performance are essential for attaining organizational objectives, the primary emphasis of this investigation is on task performance.

RESEARCH OBJECTIVES:

The objective of this study is to establish clear and concise research goals.

- The objective is to analyze the role of goal acceptance in driving employee success.
- The objective is to examine how clearly defined objectives influence outcomes for workers.
- The objective is to explore the role that challenging objectives play in motivating workers.

LITERATURE REVIEW:

The Goal-Setting Theory is a framework that aims to enhance performance by setting specific and challenging goals.

According to Locke's (1968) goal-setting theory, the establishment of specific and demanding objectives results in enhanced performance. As per the theory, individuals are inclined to be motivated towards achieving their objectives, as these objectives act as standards against which their real-time performance is assessed (Cunha, Giustiniano, Rego & Clegg, 2017). The impact of conscious intentions, referred to as goals, on human behaviour is noteworthy (Locke, 1970), as per the findings of Ryan's study conducted in 1970. Locke's perspective posits that individual behaviour is influenced by traits and intentions, with conscious intentions being affected by them

(Locke & Latham, 2015; Bhattacharya, 2015). The concept of goal setting has undergone extensive examination since the 1970s, and empirical studies have demonstrated that objectives exert a substantial influence on behaviour (Bodenheimer & Handley, 2009). In this context, Locke's definition of goals pertains to the particular objectives established by individuals to direct their activities. The individual posits that objectives have the capacity to stimulate exertion, focus attention, encourage perseverance, and aid in the formulation of tactics and guidelines. The aforementioned viewpoint is expounded upon in the scholarly literature of Locke and Latham, published in 1990.

The extant literature has demonstrated that the implementation of particular and demanding objectives among workers results in heightened exertion and perseverance, enhancing levels of performance (Vigoda-Gadot & Angert, 2007; Lunenburg, 2011; Sinnema & Robinson, 2012). The act of setting objectives has gained significant attention in the field of organizational behaviour research, as it is deemed a crucial factor in stimulating employee motivation, furnishing emotional and social backing, amplifying work productivity, and cultivating a favorable work atmosphere (Wanyama, 2016; Locke & Latham, 2006).

The cognitive theory of motivation encompasses the goal-setting theory, which suggests that individuals have predetermined outcomes that they endeavor to attain (Latham & Yukl, 1976; Locke & Latham, 1990; Dixon & Schertzer, 2005). As per the theory, performance is influenced by goals through the facilitation of planning, organisation of efforts, and direction of attention (Opoku, 2020). Locke's analysis revealed that there are three fundamental factors that determine the influence of goals on performance: the level of difficulty of the goals, the degree of specificity of the goals, and the level of acceptability of the goals.

The Concept of Goal Specificity - Clarification of Performance Expectations.

The concept of goal specificity pertains to the level of exactitude in the communication of goals, as described by Klein, Whitener, and Ilgen (1990). This concerns the lucidity and exactitude of objectives, denoting whether objectives are clearly delineated and free from ambiguity. The level of specificity in a goal that simply states "increase productivity" is insufficient. On the other hand, a goal that specifies a 10% increase in productivity within a three-month timeframe is more precise. Objectives pertaining to profitability, output, expansion, and expenses are comparatively straightforward to delineate, whereas those associated with reputation, ethics, employee well-being, and job contentment are more intricate. The degree of specificity of objectives is ascertained by their capacity to be articulated in precise quantifiable terms, such as units, length, volume, height, and weight, as posited by Locke and Latham (2013) and Opoku (2020).

Empirical evidence suggests that the establishment of well-defined objectives has a beneficial effect on the attainment of desired levels of performance. Ambiguous and theoretical objectives pose a challenge for employees to execute their duties efficiently due to the absence of precise guidance on their expected accomplishments. According to Lunenburg (2011), it is imperative that goals are unambiguous and well-defined, thereby facilitating individuals to be assigned tasks. Establishing specific goals can reduce ambiguity and enable individuals to concentrate on achieving their objectives, rather than engaging in aimless work. In addition, the establishment of objectives furnishes a distinct standard for the targeted level of performance and facilitates the assessment of the accomplishment of said objectives (Vigoda-Gadot & Angert, 2007).

The concept of Goal Difficulty - Level of Challenge Associated with a Particular Target.

Goal difficulty pertains to the evaluation made by an individual regarding their own or others' ability to attain predetermined objectives

(Grozav, 2018). The establishment of ambitious objectives is a critical factor for organizations that aim to enhance their performance levels. According to Yanagizawa's (2008) proposition, the establishment of challenging objectives can stimulate favorable conduct and outlooks that are advantageous to improved performance, including persistence and increased alertness, while also promoting the refinement of superior work techniques. The determination of goal difficulty is contingent upon the quality of human resources within an organisation, with the aim of ensuring that goals remain achievable. According to Lunenburg (2011), the efficacy of goals as motivators is reduced when they are set at an excessively elevated level, rendering them less persuasive and difficult to manage in practice. On the contrary, establishing goals that are too simplistic may cause individuals to interpret a dearth of career advancement prospects, culminating in diminished drive and exertion. According to Vigoda-Gadot and Angert (2007), it is imperative that the level of goal difficulty is congruent with the capabilities of employees and the capacity of the organisation.

Goal Acceptability: Embracing the Path to Achievement.

The concept of goal acceptability pertains to the extent to which individuals perceive and acknowledge designated goals as reasonable and justifiable, as posited by Vance and Colella (1990) and Naylor and Ilgen (1984). The goal-setting theory posits that the acceptance of goals is a fundamental element (Grozav, 2018). Locke and Latham (2002) posit that the process of motivating employees to enhance their performance commences with their acknowledgement of the established objectives. According to Opoku's (2020) theory, the concept of goal acceptance refers to how predetermined objectives influence an individual's behaviour. The acceptance of goals is subject to various factors, including the perceived benefits of goals, employee beliefs regarding their control over goals, and the extent of employee participation in the goal-setting process. As per Lunenburg's research in 2011, involving employees in the goal-setting process actively results in a greater level of goal acceptance and empowerment, leading to increased motivation among them.

Concept of Goal-Setting.

Polson (2013) and Locke and Latham (2013) have emphasized the importance of goals as a motivating factor for both individuals and organizations. Objectives are widely regarded as a critical component that inspires behaviors and expedites the achievement of sought-after results. According to the scholarly work of Locke and Latham (2002), a goal is defined as an objective that an individual endeavors to achieve or accomplish. According to Opoku et al. (2020), goals can be expressed in various ways depending on the context, including but not limited to financial objectives, performance metrics, production goals, and deadlines, with the purpose of evaluating profitability, productivity, quality, and task accomplishment.

According to Locke and Latham (2006), a goal comprises of two fundamental components: the substance of the objective and the intensity of the goal's pursuit. The term "substance" relates to the aspects of the goals themselves, such as how specific they are or how challenging they are to achieve. According to Kleingeld, Heleen, and Arends (2011), the intensity refers to the process of establishing and pursuing goals, which incorporates both mental and physical factors.

Within an organisation, goals perform a variety of important purposes. Nyameh, Jaro, and Titus (2014) suggest that advice, direction, and performance assessment mechanisms are crucial for regulating performance. Ogbeiwi (2018) posits that well-crafted goals facilitate planning, motivate personnel, and enable performance control and evaluation. Several studies (Latham & Locke, 2006; Ogbeiwi, 2018; Nyameh, Jaro, & Titus, 2014; Opoku, 2020) have indicated that the act of formulating goals can enhance an individual's sense of self-efficacy, as well as their performance and intrinsic motivation. According to Locke and Latham (2002) and Erez (2015), goals not only give a framework for action but also direct effort, energize employees, and promote tenacity.

According to research conducted by Locke and Latham (2002), the ways in which individual objectives influence an individual's behaviour and performance are as follows: directing, energizing, persistent, and actionable functions. According to Opoku (2020), the establishment of goals serves as a driving force for employees, leading to heightened levels of effort, perseverance in the face of challenges, and a heightened sense of enthusiasm to apply their expertise and abilities towards task completion. Objectives direct endeavors towards tasks that are related to the objective, stimulate employees to invest more effort, improve perseverance in the presence of obstacles, and inspire employees to utilize their skills and expertise.

Dartey-Baah (2016) posits that the process of formulating goals can exert either a direct or indirect influence on organizational performance, contingent upon various mediating factors. Latham (2016) has identified a set of criteria that encompass the acceptability of the objective, the difficulty of the goal, goal commitment, goal specificity, the complexity of the task, self-efficacy, and feedback. To undertake a comprehensive study of the theory underpinning goal setting, it is imperative to initially grasp and subsequently scrutinize the mediating elements.

Goal-Setting Theory in Management has Various Applications.

The concept of establishing objectives has been widely embraced by diverse entities and implemented in various contexts (Lunenburg, 2011). Empirical studies have demonstrated that individuals exhibit superior performance when provided with specific objectives, in contrast to being instructed to perform to the best of their ability (Lunenburg, 2011; Kian, Yusoff, & Rajah, 2014). The implementation of specific objectives by managers has the potential to enhance the productivity of their subordinates. The provision of feedback regarding the attainment of goals is a crucial aspect that facilitates the monitoring of personal development and the subsequent adaptation of performance by individuals (Lunenburg, 2011). Research findings suggest that the act of solely creating objectives may not yield as many benefits as the practice of setting goals in tandem with obtaining feedback on one's progress.

Ideology of the Term "Performance".

Jenatabadi (2015) posits that performance can be bifurcated into two fundamental domains, namely, organizational performance and employee performance, also known as job performance. Gavrea, Ilies, and Stegerean (2011) define the concept of "organizational performance" as the overall achievements and results of an organisation, which can be evaluated using both financial and non-financial metrics. The assessment incorporates various metrics such as product quality, productivity, on-time delivery, profit, and sales growth, as stated by Amenyo (2016).

The accomplishment of tasks and responsibilities assigned to them, is a crucial aspect of organizational success.

Conversely, the term "on the other hand" pertains to the extent of accomplishment in fulfilling the responsibilities and commitments associated with a particular job (Jaffery & Affandi, 2014; Alfandi & Alkahsawneh, 2014). Sonnentag and Frese (2002) posit that the topic of employee performance can be approached through two distinct lenses: the behavioral elements perspective and the outcome aspects perspective. According to Krause (2005), the behavioral components encompass the actions and conduct exhibited by employees, while the outcome facets pertain to the accomplishments and triumphs attained by individuals or groups.

The evaluation of employee performance can be categorized into various dimensions, including task performance, contextual performance, and counterproductive work performance, as noted by Karthikeyan and Thomas (2017) and Gaudrea (2012). Task performance is considered the most uncomplicated among these classifications. The assessment of work performance can be categorized into three distinct areas, namely task performance, contextual performance, and counterproductive work performance. Task performance pertains to actions that are linked to the creation of commodities or amenities.

Contextual performance pertains to actions that are advantageous to others and promote a favorable work atmosphere. Counterproductive work performance pertains to actions that are harmful to the organisation and its staff.

Al Shobaki, AbuNaser, El Talla, and Amuna (2018) assert that employee performance is highly valued by organizations due to its significant impact on the achievement or non-achievement of their objectives. Human resource management places significant emphasis on this aspect, as it is considered a crucial objective to enhance the productivity of both the individual and the organisation (Opoku, 2020).

A thorough Examination of the Existing Empirical Data through a Critical Lens.

The relationship between goal setting and employee performance has been the focus of inquiry in various scholarly investigations. Khan's (2014) study reveals that the presence of goals and curiosity significantly influence an individual's job performance. The study by Gogoi and Baruah (2021) investigated the implementation of goal setting in Central Public Sector Enterprises (CPSEs) and its impact on the performance of employees. The study conducted by Hoek et al. (2018) aimed to examine the correlation among the performance level of public sector teams, the lucidity of their objectives, their capacity to self-regulate, and their degree of collaboration. The study conducted by Anindita and Seda (2018) examined the moderating role of employee engagement in the relationship between individual factors and organizational commitment.

Aung (2019) conducted a study with the objective of determining the influence of soft skills on the performance of employees in the banking sector. The findings of the study underscored the significance of improving soft skills as a strategy to boost performance. The findings of these inquiries improve understanding of the relationship between goal setting and workforce efficiency, offering HR professionals and managers insightful viewpoints that can be utilized to boost productivity within their respective companies.

RESEARCH METHODOLOGY:

This study employed a quantitative methodology, utilising a structured questionnaire as the primary instrument for data collection. Its objective was to investigate the impact of goal-setting theory components, specifically goal specificity, goal difficulty, and goal acceptability, on employee performance. This methodology facilitated the implementation of statistical analysis and established a means of linking abstract principles with practical use cases. The selection of the research methodology was dependent on the investigation's objectives, as stated by Creswell (2003). The systematic approach was augmented by supplementary quantitative methodologies, such as correlation analysis and experimentation. The reliability and validity of the research were ensured through the implementation of a pilot study. According to Drost's (2011) study, the findings revealed a high level of reliability, with all constructs' Cronbach's alpha exceeding 0.7. Primary data was collected to source data due to the unavailability of suitable secondary data. The data was acquired via a questionnaire that focused on demographic information, employee performance, and goal setting, as documented by Ngahu (2017).

The study's sample size was determined to be 228 through the utilization of Roscoe's model (1975). However, during the data collection phase, 300 questionnaires were disseminated, resulting in a valid sample size of 242. The study's sample was obtained from the National Bank of Pakistan through a non-probability convenience sampling method. This was due to the impracticality of acquiring a comprehensive employee roster, as noted by Sekaran and Bougie (2016). A preliminary investigation was conducted involving a sample of 30 individuals to ascertain the comprehensibility and lucidity of the survey instrument, with the employment of Cronbach's alpha as a measure of consistency and dependability (Churchill & Peter, 1984; Nunnally, 1978; 1988). Following the completion of data collection and encoding, statistical software, specifically SPSS V.22, was employed to

conduct data analysis. The study's hypothesis was examined through the utilization of correlation and regression tests. The analytical procedure also encompassed the utilization of graphical and tabular formats for the purpose of data illustration.

HYPOTHESIS

Hypothesis 1: There exist a positive correlation between the acceptance of goals and the performance of employees. The premise is that when employees acknowledge and endorse their designated objectives, it is anticipated that their job performance will enhance.

Hypothesis 2: There exist a positive correlation between the level of specificity of goals and the performance of employees. It is postulated that the provision of well-defined and unambiguous objectives to personnel can lead to a boost in their work output.

Hypothesis 3: There exist direct correlation between the level of difficulty of an employee's goals and their performance. The prevailing notion is that an increase in the level of goal difficulty is positively associated with an increase in employee performance, indicating that the provision of more challenging goals may serve as a catalyst for higher performance levels.

FINDINGS & CONCLUSION

The impact of goal setting and curiosity on employee performance within the non-government sector of Islamabad was investigated by Khan (2014) through research. The research, which drew upon data from 282 participants employed by both local and international non-governmental organizations, demonstrated a noteworthy impact of goal setting and curiosity on job performance. Most of the employees held the belief that setting easily achievable goals could enhance their performance. However, more than half of the employees prioritized their personal growth over accomplishing set goals. Most individuals deemed curiosity to be a crucial factor in augmenting job performance. The findings were substantiated by means of correlation and regression analyses, thereby providing HR professionals with the potential to enhance the performance of both individuals and teams.

Gogoi and Baruah (2021) conducted a study that explored the perception of goal setting and its impact on employee performance in Central Public Sector Enterprises (CPSEs). The present study entailed an evaluation of goal-setting procedures among 640 executives, with the objective of determining the relationship between different goal-setting elements and employee performance. The implementation of goal setting in CPSEs is moderate. However, research has provided insights into the variations in the implementation of goal-setting programs, resulting in a better understanding of the effects of goal setting on employee outcomes.

The adoption of performance management has resulted in significant changes in the public sector workforce, marked by a growing focus on productivity and other changes such as decentralization and increased emphasis on horizontal management. The literature on goal setting is abundant, however, research on goal setting in team settings, particularly in public institutions, is limited. The study conducted by Hoek et al. (2018) examined the circumstances in which well-defined objectives can improve the effectiveness of teams in public sector institutions in the Netherlands. The research revealed a correlation between self-management, goal clarity, and team performance, but did not observe a statistically significant influence of cooperation on this association.

Prior research has investigated the impact of employer commitment on the levels of employee engagement and performance. Notwithstanding, these investigations frequently disregarded personal factors as the underlying impetus behind employee engagement and organizational loyalty. In contrast to previous studies, the research conducted by Anindita and Seda (2018) centered on the influence of individual variables on organizational commitment, with employee engagement serving as a mediator. The study conducted on the MICE industry in Indonesia revealed that elevated individual factors have the potential to enhance employee engagement,

thereby facilitating organizational commitment, as per the data collected from the respondents.

The study conducted by Aung (2019) investigated the impact of soft skills on the job performance of employees in the banking industry, focusing on AYA Bank in Myanmar. The study utilized primary data obtained from 85 mid and upper-level bank employees and found a significant association between soft skills such as leadership, communication, teamwork, and problem-solving, and employee effectiveness. The study indicated a necessity to augment both theoretical comprehension and practical application of soft skills in order to enhance employee performance.

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