

ANALYSIS OF THE RELATIONSHIP BETWEEN THE DEVELOPMENT OF PERFORMANCE CRITERIA AND JOB PERFORMANCE OF EMPLOYEES WITH RESPECT TO THE MEDIATING ROLE OF EMPLOYEE PARTICIPATION

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Abstract. The main purpose of this study is to investigate and analyze Positive and significant impact of defining employee performance criteria with the objectives: evaluation, empowerment and career development on the job performance of Keshavarzi Bank of Iran employees with regard to the mediating role of employee participation. The present study was based on the purpose of applied research and in terms of the method was a descriptive-survey study. A questionnaire was used to collect research data. The statistical population of the present study consisted of senior and middle managers of the Keshavarzi Bank of Iran who had at least 5 years of work experience. The number of these people in the initial studies was estimated at 483 and finally, using Cochran's formula, 215 people were selected as the sample size. After collecting data through a questionnaire, data analysis was performed using structural equation modeling. The results showed that the development of performance criteria with the objectives of evaluating, empowering, and developing the career path of employees has a positive and significant effect on the job performance of employees of the Keshavarzi Bank of Iran. Supplementary results also showed that employee participation in the relationship between the three objectives of developing performance criteria and job performance of employees has an effective mediating role, so this effect in the relationship between performance criteria to develop a career path and job performance of employees

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with the path coefficient of 0.684 is very obvious. Accordingly, it can be said that since employee participation is the basis for the development of service organizations such as banks, by implementing measures related to employee participation and benefiting from employees' opinions in formulating performance criteria, preparations for achieving an effective performance management system. And thus accelerated the movement of the Keshavarzi Bank of Iran on the path of development.

Keywords: Performance Criteria; Employee Job Performance; Employee Participation; Keshavarzi Bank of Iran.

JEL Classification: M12, M16, M54.

1. Introduction

Manpower in all organizations is considered as the most important factor in advancing organizational goals (Lata, 2020). Therefore, in order to increase efficiency and productivity, it is necessary to recognize the psychological factors affecting the efficiency of employees and plan programs for their growth and excellence and improve the organization (Endrikat & Guenther, 2020). On the other hand, despite the increasing competition in the world of work, organizations must focus on evaluating the factors that will ultimately lead to increased performance and effectiveness. For most organizations, employee performance is crucial to success (Kim et al., 2014). Among these, one of the most important tools in the hands of managers to improve the job performance of employees is job performance evaluation systems and the reliance of such systems in the first place is on the performance Criteria used in them. In this regard, Groen et al. (2017) in the study stated that the quality of performance appraisal criteria is one of the most important factors affecting the effective use of performance appraisal system in various areas of job appraisal and one of the key preconditions affecting employee job performance improvement. One of the important functions of contemporary performance measurement systems is to translate strategies into operational conditions (Milka et al., 2015). Appropriate (quality) operational Performance criteria are an important tool for translating an organization's strategy into action. High-quality operational performance Criteria should address key details of specific aspects of how a job is done. Such as the relationship between activities, reasonable standards in a particular area, resources used for specific activities, and data recording and production practices (Wouters & Roijmans, 2011). However, one of the most important challenges facing organizations is achieving Quality criteria are quality and compatible with the scope and characteristics of the job within the organization; In other words, achieving such criteria depends on the causes and preconditions that can be different according to the processes and job scope of human

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resources in the organization, and this means that the criteria are specific to each organization (Rafidah & Dewi, 2020). In this regard, studies have shown that one of the important and influential factors in defining the performance criteria of an organization is the job performance evaluation system, employee participation in the design or periodic modification of these criteria; Research in this regard has shown that due to direct involvement in organizational routine work processes, employees have higher knowledge and awareness about operational approaches related to the production and delivery of products, services, and work processes in the organization than their managers and supervisors. Outcomes can improve individual and organizational performance through their participation (Kim et al., 2014). The mission of management and the main goal of managers of any organization is the effective and efficient use of various resources and facilities, such as labor, capital, materials, energy and information. In line with this mission, the optimal use of human resources is of particular importance; because human beings, unlike other resources of the organization, have intellect and authority and the manager can not simply use it (Matsson & Dahlqvist, 2013). More importantly, manpower is not only an organizational resource but also responsible for employing other factors. This role is more important in service organizations such as banks; because human beings are the scene of work and related services (Marie et al., 2014). Managers of service organizations can use different approaches to formulate performance criteria to motivate employees and improve their job performance (Lau & Roopnarain, 2014). Accordingly, it can be said that the existence of a performance management system with the aim of evaluating, empowering, and developing the career path of employees can have very important effects on improving the job performance of employees in businesses active in the field of services and especially in the field of banking services, Among these, several factors can be useful and effective, one of the most important of which is employee participation (Groen et al., 2017). Employee participation can lead to the creation of quality and effective criteria that have acceptable compatibility with the limitations and job characteristics of employees (Chang & Liu, 2008).

The main purpose of this study is to investigate and analyze Positive and significant impact of defining employee performance criteria with the objectives: evaluation, empowerment and career development on the job performance of Keshavarzi Bank of Iran employees with regard to the mediating role of employee participation. In fact, the present study seeks to answer the question of how defining the performance criteria of the employees of the Keshavarzi Bank of Iran with the objectives of evaluating, empowering and developing the career path through employee participation will affect the improvement of employees' job performance.

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The study of existing models and systems in relation to employee performance management in the Iranian banking industry shows that so far an effective system in the field of performance management of employees in the Iranian banking industry that confirms the active participation of employees has not been implemented in the existing systems, employees do not actively participate in defining and developing their performance criteria. Therefore, addressing the definition of performance criteria with employee participation can help banks active in the Iranian banking industry to achieve a participatory performance management system.

In this study, we try to investigate how employees' job performance can be improved by employee participation in defining their performance criteria, help the existing literature and fill the research gap in the establishment of a participatory performance management system in the Iranian banking industry.

Accordingly, it can be said that addressing this issue, ie endorsing the participation of employees in defining performance criteria can help deep and desirable understanding of managers in the banking industry of the impact of employee participation in improving the performance of human resources of the organization. The results of this study can also help these managers in the banking industry as well as managers in other industries to make effective decisions regarding employee performance appraisal, employee empowerment and human resource career development.

2. Literature Review

2.1. Performance criteria with the aim of evaluating and job performance of employees

The importance of performance criteria used to evaluate performance has features that facilitate decision-making (Ho et al., 2014). Designing a performance measurement system plays an important role in the development of strategic discussions in the organization (Jansen, 2015) nowadays, managers' use of performance criteria for performance appraisal goals means that managers are aware of the role and importance of performance criteria in achieving the goals and strategies of the organization. Managers always use different and flexible methods to use performance criteria (Jordan & Messner, 2012). The results of many studies show that when performance criteria are combined with operational knowledge for the purpose of performance appraisal; they become much more transparent to managers and somehow become credible (Englund & Gerdin, 2015). Defining performance criteria with an employee performance appraisal approach provides an opportunity for organizations to examine their employees' strengths and weaknesses. It can then plan to improve the performance of its employees based on these results. Because the better the performance of employees, the better, faster and less costly

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the organization can achieve its goals (Akhavan et al., 2017). As a result, not only will employee productivity increase, but will also bring turnover and revenue growth for the company. That is why one of the most important and common goals of defining performance criteria is to define performance criteria with the aim of evaluating employee performance. Accordingly, the first hypothesis of this research is as follows:

H1: Performance criteria with the aim of performance evaluation have a positive and significant effect on the job performance of Keshavarzi Bank employees.

2.2. Performance criteria with the aim of empowering and job performance of employees

Perhaps none of the tasks of managers is more difficult than evaluating the performance of subordinates (Lazear, 2000). The process of defining performance criteria to evaluate employee performance is a feature of today's professional world and can help create an effective and capable workforce (Lillis, 2002). The results of many studies show that in various industries, including the banking industry, one of the most important goals in defining performance measures is employee empowerment (Ahmad et al., 2019). Defining performance criteria with the aim of empowering employees can show the weaknesses and abilities of employees well, and employees with the knowledge of them to take the necessary measures to overcome the weaknesses and improve their capabilities so that they can be on the path of their working life. Succeed; therefore, the interests of both the individual and the organization require that this process be carried out correctly in certain periods (Longenecker & Fink, 2017). Accordingly, the second research hypothesis is defined as follows:

H2: Performance criteria with the aim of empowering employees have a positive and significant effect on the job performance of Keshavarzi bank employees.

2.3. Performance criteria with the aim of developing the career path and job performance of employees

Many researchers argue that career development is the process by which an organization's current and future needs are met (Decramer et al., 2012). Today, given the environmental dynamics in the service industry, an employee's job must be managed by both the individual and the organization itself; And job development must meet the needs of both parties (Permana et al., 2021). Career development is a continuous process of planning and directing activities towards work and personal life goals (Ahmad et al., 2019). Development means growth, continuous learning and application of one's skills. Career Development The output of individual career

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planning and organizational support is, ideally, a participatory process (Mostafa, 2017). Defining performance criteria with the aim of developing a career path emphasizes having a balanced vision between the organization and the individual. In a way, this approach reflects the integration of linear and upward progress in job development and the dimensions of new job development (Mughal et al., 2014). Accordingly, the third research hypothesis is defined as follows:

H3: Performance criteria with the aim of developing a career path have a positive and significant effect on the job performance of Keshavarzi bank employees.

2.4. Mediating role of employee participation

The issue of employee participation is one of the important issues in various organizational studies (Jansen, 2015). Studies have shown that employee participation brings different benefits to employees and organizations (Groen et al., 2012). Employee participation in the development of performance criteria leads to an increase in the quality of these performance criteria. Quality performance criteria give employees a greater sense of control over their performance, which in turn improves their performance (Groen et al., 2015). The quality of performance criteria increases when these criteria are developed with the participation of both parties (managers and employees). If the resulting performance criteria are of higher quality, the information obtained from these criteria is more valuable, and as a result, managers are more likely to use these criteria for various purposes, such as evaluating, empowering, and developing employees' careers (Riyanto et al., 2021). The results of many studies show that employee participation in the development of performance criteria has a positive effect on employee job performance (Margaretha et al., 2021). Accordingly, the hypotheses related to the mediating role of the variable of employee participation in the development of performance criteria are as follows:

H4: Performance criteria with the aim of evaluating performance through employee participation have a positive and significant effect on the job performance of Keshavarzi bank employees.

H5: Performance criteria with the aim of empowering employees through employee participation have a positive and significant effect on the job performance of Keshavarzi bank employees.

H6: Performance criteria with the aim of developing a career path through employee participation have a positive and significant effect on the job performance of Keshavarzi bank employees.

2.5. Conceptual models

According to the theoretical foundations, the main purpose, and the hypotheses expressed, the conceptual model of this research will be as follows. In this model, performance criteria are evaluated with the aim of evaluating, empowering, and developing the employees' job, independent variables and the structure of employees' job performance, dependent variable as well as employee participation as a mediating variable.

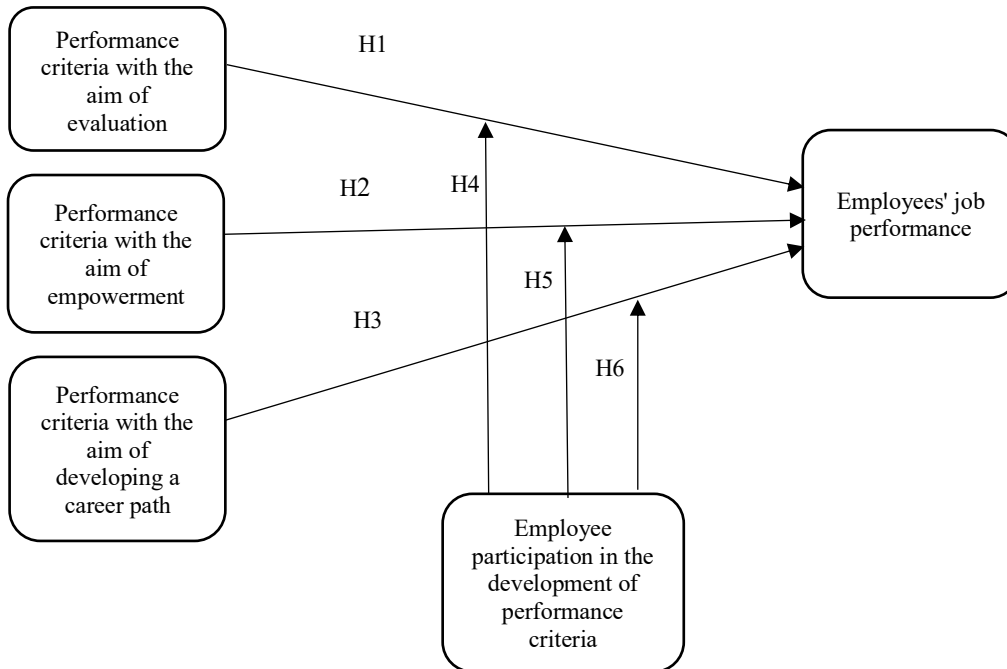


Figure 1 Conceptual model
 Source: author's view

3. Methodology and empirical data

This research is in the category of applied research in terms of purpose and in terms of the nature of research is considered descriptive-correlational research. The reason for placing the present study is practical because it seeks to test the designed hypotheses based on theoretical and academic foundations in the real environment (banking industry) and its ultimate goal is to improve job performance in the banking industry. The present study is also descriptive because the researcher, without manipulating the variables and parameters of his research environment, only seeks

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to discover a hidden truth in the environment and is a correlation because this research is to find out the relationship between various factors such as employee participation, performance criteria, and performance.

3.1. Statistical population

The statistical population of the present study consists of senior and middle managers of the Keshavarzi Bank of Iran who have at least 5 years of work experience. Since the volume of the statistical population was estimated at 483 people, the sample size required for the research was calculated using Cochran's formula at an error level of 5%, which showed that the sample size of the research is 215 people.

3.2. Data collection tools

The research data collection tool in this research was designed as a questionnaire. In the mentioned questionnaire, the Likert spectrum was used and a spectrum of 5 was used: very high, high, medium, low, and very low. It is worth mentioning that the present research questionnaire was developed based on the research literature and based on the questionnaires used to define the performance criteria of employees with the objectives of evaluating, empowering, and developing the career path of employees, job performance, and employee participation. It should be noted that in order to develop this questionnaire from the questionnaires: 1- Defining employee performance criteria with the objectives of evaluation, empowerment, and development of employees' career path with 13 items taken from the study by Groen et al. (2017), 2- Employee job performance questionnaire with 5 items based on the research of Goren et al. (2017) and Kleingeld et al. (2004), 3- Employee participation questionnaire with 5 items taken from the study of Ismail et al. (2019) was used.

It should be noted that this questionnaire was checked for validity and reliability before distribution; In order to assess the validity of this study, content validity and CVR index were used. The questionnaire was distributed among 40 professors and experts in the field of human resource management and finally, 20 people responded. This questionnaire was presented to the experts in two options "useful" and "not useful" with the aim of usefulness and appropriateness of each of the questions related to each variable. In the next step, the lavage coefficient of each question was calculated. In this regard, for 20 experts, the Lawshe coefficient is equal to 0.42, which were the coefficients of all research items. To confirm the face validity, 30 questionnaires were distributed in the possible sample and the subjects' opinions about each of the research items and the quality of the tool were collected. After making the necessary adjustments, including adding examples to clarify some items, the final questionnaire was prepared for distribution in the research sample. In the next step, in order to confirm the reliability of the questionnaire, its internal

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consistency was measured by Cronbach's alpha, which confirmed the rate with 87% of the total reliability of the questionnaire.

3.3. Data analyzing method

In this study, descriptive statistics and inferential statistics approaches were used to analyze the collected data. The software used in this study was SPSS 22 and Smart PLS.3. In this study, in order to analyze the data, fit the conceptual model of the research and test the hypotheses, the partial least squares method in structural equation modeling (PLS-SEM) was used. PLS modeling has many applications in various fields including management sciences (Van, 2010). In situations where the aim of the study is to analyze causal relationships and predict, the PLS path modeling method is preferred to covariance-based techniques such as LISREL (Haier et al., 2014). This algorithm consists of two main steps which are: 1) Checking the model fit 2) Testing the research hypotheses. The first part, model fitting, is done in three parts: measurement model fitting, structural model fitting, and general model fitting. In this way, first, the accuracy of the relationships in the measurement models using reliability and validity criteria is ensured, and then the relationships in the structural part are examined, and in the final stage, the overall fit of the research model is examined.

4. Empirical results

4.1. Descriptive statistics results

4.1.1. Descriptive statistics of demographic characteristics

In this section, the situation related to the demographic characteristics of the statistical sample was analyzed. These characteristics included the level of education and work experience of the respondents. It should be noted that due to the fact that the statistical sample size was 215 people, the questionnaire was distributed among 220 people and 210 completed questionnaires were collected and case data were collected. The study was analyzed in the descriptive and inferential statistics section based on 210 completed questionnaires. The results showed that 0.39 of the statistical sample size were respondents with a bachelor's degree, 0.48% with a master's degree and 0.13 with a Ph.D. degree, also 22% of respondents, less than 10 Years (between 5 and 10 years), 40% between 10 to 15 years and 38% more than 15 years of work experience.

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4.1.2 Descriptive statistics of research variables

In the descriptive statistics section, the components of each research structure were analyzed by mean, standard deviation, skewness and elongation indices based on the Likert five-choice spectrum. The results of this study are shown in Table 1.

Table 1 Statistical description of research Components

Component	Mean	standard deviation	Skewness	kurtosis
Performance criteria with the aim of evaluation	3.77	0.644	-1.324	0.541
Performance criteria with the aim of empowerment	3.69	0.587	-1.331	0.882
Performance criteria with the aim of developing a career path	3.40	0.499	-1.222	0.677
Employee job performance	3.88	0.651	-0.444	-.856
Employee participation in the development of performance criteria	3.90	0.667	0.431	0.831

Source: own processing

Considering the results obtained from the values of skewness and kurtosis indices, considering that these values are in the range of 2- to +2, it can be concluded that the collected data related to the studied components follow the normal distribution.

4.2. Results of inferential statistics

4.2.1. KMO test

In the present study, before applying the structural equation modeling method in Smart PLS software, KMO and Bartlett tests were used to ensure a sufficient sample size. In performing factor analysis, one must first make sure that the available data can be used for analysis or not. This test is used for this purpose. If the value obtained for the KMO index is higher than 0.7 and close to one, the desired data (sample size) is suitable for factor analysis, otherwise (less than 0.7) the results of factor analysis for the case data the comments are not very appropriate. In addition, if the significance level of the Bartlett test is less than 5%, it indicates that factor analysis is appropriate to identify the factor model. The results of this test are presented in Table 2. This shows that the sample size and the relationship between the variables are in good condition.

Table 2 KMO and Bartlett test results

The value of the KMO index	0.886
Bartlett test	9542.3647
Degrees of freedom	209
The significance level	0.000

Source: own processing

4.2.2. Structural Equation Modeling Results

- The results of fitting the measurement model

According to the PLS-SEM algorithm, in the first stage, the measurement models were evaluated. Results of evaluation of reliability criteria (Cronbach's alpha and combined reliability), convergent validity and the results of measuring the factor loads of research variables in Table 3. It shows that the values obtained for factor loads are higher than 0.5, Cronbach's alpha is higher than 0.7 and the combined reliability is higher than the set criterion, i.e. 0.7. Also, the result obtained from the convergent validity criterion shows that the convergent validity values of all research structures are higher than the standard value of 0.5. Fornel Larker's (1981) method was used to assess the divergent validity of research structures. The results of Table 4. Show that since the squared mean of the variance extracted for each structure is greater than the correlation between the structures, the divergent validity of the research structures is confirmed. These results indicate the appropriate internal stability for the measurement model and report the fit of the model. As a result, the measurement model is approved.

Table 3 Measurement model fit results

Component	Item	Factor loading	Cronbach's alpha	Combined reliability	Convergent validity
Performance criteria with the aim of evaluation	In evaluating the performance of employees, performance criteria are very important.	0.804	0.793	0.797	0.547
	In the official evaluation of the performance of the employees in this bank, performance criteria are widely used.	0.596			

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	Performance criteria are widely used in periodic discussions with employees.	0.709			
Performance criteria with the aim of empowerment	I feel I have the ability and skill to do things successfully.	0.587	0.820	0.874	0.573
	I give order to my activities during the performance.	0.605			
	I am able to control the obstacles of the external environment.	0.589			
	Activity in the value system is considered important to me.	0.790			
	I believe that the managers of this bank treat their employees impartially.	0.827			
Performance criteria with the aim of developing a career path	Having a formal process for achieving career development is important to me.	0.731	0.837	0.838	0.610
	Developing my job is important to me.	0.598			
	I feel the need for career development.	0.755			
	Planning for career development is very important and necessary.	0.691			
	Job management is very important and necessary for job development.	0.782			

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Employee job performance	My employee always performs all essential duties	0.641	0.786	0.790	0.535
	My employee always fulfills all responsibilities required by his/her job	0.570			
	My employee always meets all formal performance requirements of the job	0.783			
	My employee always completes all duties specified in his/her job description	0.742			
	My employee never neglects aspects of the job that he/she is obligated to perform	0.562			
Employee participation in the development of performance criteria	I have always participated in designing the performance criteria of this bank.	0.688	0.834	0.884	0.602
	I participated in selecting the data used as input to the performance criteria.	0.658			
	I have been involved in ongoing changes in performance criteria design.	0.762			
	I have always participated in the implementation of	0.637			

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	performance criteria in this bank.				
	I have been involved in maintaining performance criteria.	0.787			

Source: own processing

After obtaining the results of the values of factor loads and Cronbach's alpha coefficients, the combined reliability and validity of the partner and the analysis of software outputs, and since the values of each of the above criteria for each of the latent variables are defined above the quorum and threshold, The suitability of the convergent reliability and validity of the research model can be confirmed.

- Divergent validity: In Fornell-Locker's (1981) method, the degree of relationship of a structure with its indicators is compared with the relationship of that structure with other structures, so that the acceptable divergence validity of a model indicates that a structure in the model interacts more with its indicators than with other structures. This is done by a matrix. The results of this matrix are presented in Table 4.

Table 4 Divergent validity test results

Component	Performance criteria with the aim of evaluation	Performance criteria with the aim of empowerment	Performance criteria with the aim of developing a career path	Employee job performance	Employee participation in the development of performance criteria
Performance criteria with the aim of evaluation	0.739				
Performance criteria with the aim of empowerment	0.733	0.756			
Performance criteria with the aim of	0.708	0.739	0.780		

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developing a career path					
Employee job performance	0.719	0.720	0.762	0.731	
Employee participation in the development of performance criteria	0.701	0.740	0.759	0.730	0.775

Source: own processing

According to the results obtained from Table 4, it can be concluded that in this study, the model Components have more interaction with their indicators, in other words, the divergence validity of the model is acceptable.

4.2.3. Fitting structural research model

After fitting the measurement models, we will fit the structural model (conceptual model) of the research and then we will test the research hypotheses. In order to fit the conceptual model of the research, P-value, t-value, R², Q² criteria were used.

- R²: This criterion is an essential criterion for examining the fit of the conceptual model of research. Regarding the acceptable value of this criterion, three values are introduced. These three values are 0.19, 0.33 and 0.67, which indicate the weak, medium and strong criteria of the R² criterion. The results obtained from this criterion are presented in Figure 2.

In general, the study of coefficients of determination is related to the dependent variable of the model. It should be noted that the values of R² are shown within the circles of the research model and are calculated only for dependent and mediating structures of the model, and in the case of independent structures, the value of this criterion is zero. According to the obtained value for the dependent and mediating variables of the research in relation to the R² criterion, it can be concluded that because the values of 0.789 and 0.678 are more than the values of 0.19, 0.33, and 0.67, the structural model of the research has an acceptable fit.

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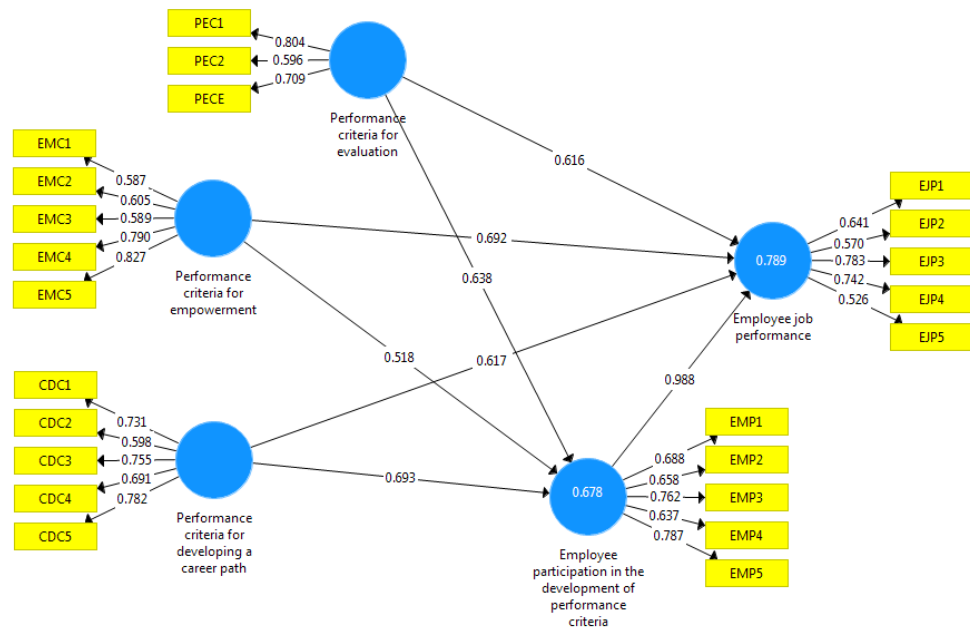


Figure 2 R²

Source: own processing

- T-value: In the partial least squares method, various criteria are used to evaluate the report of the structural model of the research, the most important criterion being the significance coefficient t. If the value of the t-statistic is more than 1.96 at the level of 5% error indicates the correctness of the relationship between the research structures and thus confirms the research hypotheses. To calculate this statistic in Smart PLS software, the Bootstrapping command is used. The results of this test are shown in Figure 3.

According to the results obtained in Figure 3, it can be concluded that all the obtained numbers are higher than the value of 1.96 and this indicates a good fit of the model and can be a reason to confirm the research hypotheses.

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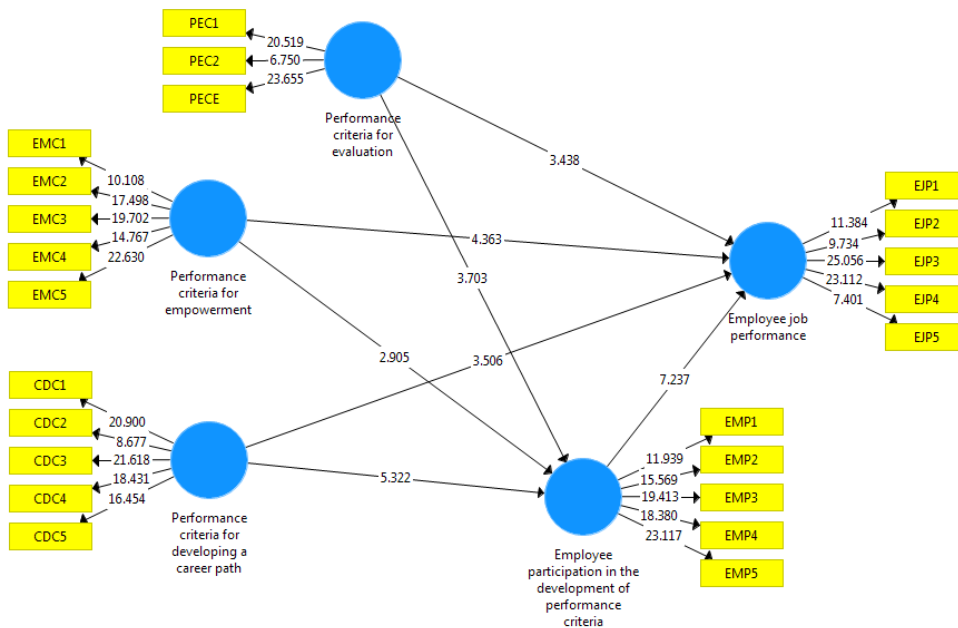


Figure 3 T-values

Source: own processing

- P-value: This index is another criterion for measuring the suitability of the model to assess whether the test results occurred due to an accident or not, from this index. But this value determines only one cut-off point for us, based on which we claim that the findings of our study are statistically significant. Regarding the acceptable level of this index, many thinkers in the field of statistics believe that its rate should be less than 0.05. The results of this test are shown in Figure 4.

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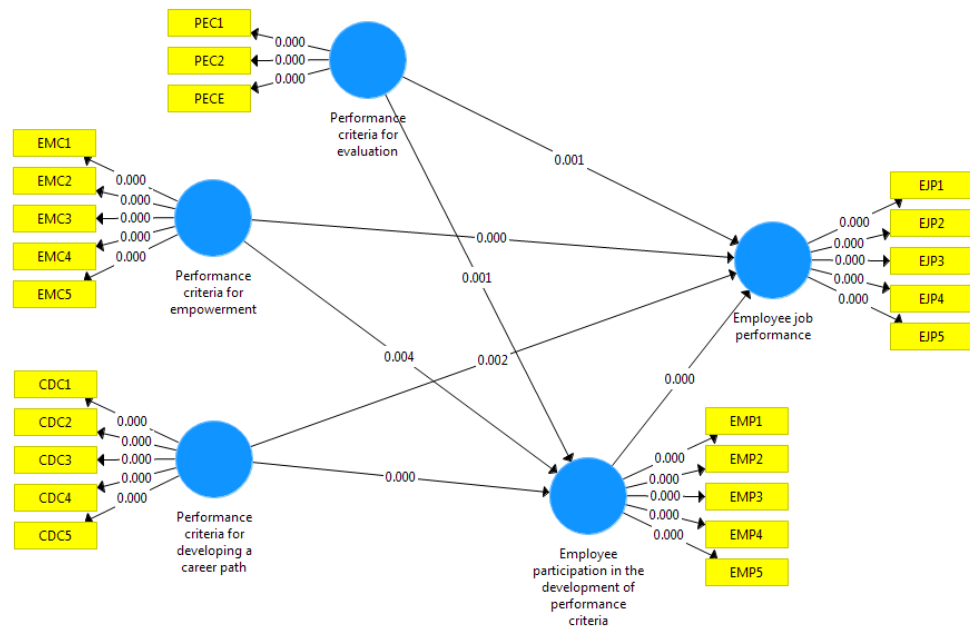


Figure 4 P-value
 Source: own processing

Q^2 : This criterion was introduced by Stone Geiser (1974), it determines the predictive power of the model. Hensler et al. (2016) on the intensity of the model's predictive power for endogenous structures with three values of 0.02, 0.15, and 0.35, which indicate the weak, medium, and strong predictive power of the structure, respectively, they introduced. Since the value of $(1 - SSE / SSO)$, dependent and mediating constructs of the model, i.e. staff performance and employee participation are 0.340 and 0.249, respectively, it can be said that this result shows the acceptable predictive power of the research conceptual model.

4.2.4. Testing research hypotheses

Based on the research data analysis algorithm using the partial least squares method, at this stage, according to the results obtained from the t-value, P-value, and path coefficients, research hypotheses are tested. If the value of the significant coefficient in the t-value index for each of the routes is more than 1.96 and the value of the P-value is less than 0.05 winds, the relevant route is confirmed at the 95% confidence level and the related hypothesis is confirmed. The results are reported in Table 5.

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Table 5 Test results of research hypotheses

Hypotheses	Path coefficient	T-Value	P-value	Result
PCE → EJP	0.616	3.438	0.001	support
PCEM → EJP	0.692	4.363	0.000	support
PCCD → EJP	0.617	3.506	0.002	support
PCE → EMP → EJP	0.630	3.699	0.002	support
PCEM → EMP → EJP	0.512	2.665	0.004	support
PCCD → EMP → EJP	0.684	4.394	0.000	support

Source: own processing

The results are obtained from Table 5. It shows that the definition of performance criteria with the objectives of evaluating, empowering, and developing the career path of employees has a positive and significant effect on the job performance of employees of the Keshavarzi Bank of Iran. Also, in the relationship between the independent variables and the dependent variable of employees' job performance, the variable of employee participation has an effective mediating role in the development of performance criteria.

5. Conclusions

5.1. Analysis of study findings

In today's complex and competitive world, organizations can no longer run organizations with limited access to information and manpower without the tools and processes of effective human resource management. In this regard, most organizations create continuous processes to manage the organization and evaluate its goals. In the past, classical managers performed performance appraisals only to control employees, while today the guidance aspect of this practice has become more important and the main and ultimate goal of performance appraisal is to increase the efficiency and effectiveness of the organization, not reprimand and punish weak employees. To achieve a comprehensive and effective system of employee performance management, choosing the appropriate approach to formulate performance criteria is one of the most important components to achieve this system and also continuous improvement of staff performance, among which employee participation in defining performance criteria can As an accelerating and effective factor, facilitate the achievement of the goals of the employee performance system. Employee participation performance management system is a tool for establishing a lively, healthy and continuous relationship between senior management and middle managers with employees, and since it leads to a dynamic functional relationship, it creates a sense of responsibility and belonging among employees to the cases.

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With increasing competition in the Iranian banking system, banks active in improving organizational performance and creating competitive advantage are trying to improve their organizational performance by using various systems, including employee performance management systems, by improving the job performance of their employees. In the meantime, addressing components such as the approach of defining performance criteria as well as employee participation can be effective on the effectiveness of employee performance management as well as increasing the quality and accuracy of employee performance criteria. The purpose of this study was to analyze the relationship between the development of performance criteria and the job performance of employees with respect to the mediating role of employee participation in the Keshavarzi Bank of Iran. For this purpose, after studying the theoretical foundations and reviewing previous research, research hypotheses were developed and after collecting the necessary data through a questionnaire, the hypotheses were tested.

In the following, we will review the test results of the research hypotheses.

5.1.1. Analysis of test results of hypotheses

In the first hypothesis, the relationship between the definitions of performance criteria with the aim of evaluating performance on job performance of Keshavarzi bank employees was investigated. The result of the H1 test showed that the development of performance criteria with the aim of evaluation has a positive and significant effect on the job performance of Keshavarzi bank employees. Performance criteria directly aim to predict 0.616 changes related to employee job performance. Studies show that the results of this hypothesis are consistent with the results of research by Groen et al. (2017) and Islami et al. (2018). In the second hypothesis, the relationship between the definitions of performance criteria with the aim of empowering employees on the job performance of Keshavarzi bank employees was investigated. The result of the H2 test showed that the development of performance criteria with the aim of empowering employees has a positive and significant effect on the job performance of Keshavarzi bank employees. So that the performance criteria with the aim of empowering 0.692 directly predict changes related to the job performance of employees. Studies show that the results obtained from this hypothesis are consistent with the results of research by Groen et al. (2017), Abualoush et al. (2018) and Ismail et al. (2019). In the third hypothesis, the relationship between performance criteria with the aim of developing a career path on the job performance of Keshavarzi Bank employees was investigated. The result of the H3 test showed that the development of performance criteria with the aim of developing a career path has a positive and significant effect on the job performance of Keshavarzi bank employees. So that the performance criteria with the aim of

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developing the career path directly predicts 0.617 of changes related to the job performance of employees. Studies show that the results obtained from this hypothesis were consistent with the results of research by Lee & Lee (2018) and Niati et al. (2021). In the fourth hypothesis of the research, the relationship between performance criteria was evaluated with the aim of evaluating performance through employee participation in the job performance of Keshavarzi bank employees. The result of the H4 test showed that the development of performance criteria with the aim of evaluation through the mediating variable of employee participation in the development of performance criteria has a positive and significant effect on the job performance of Keshavarzi bank employees. Performance criteria with the aim of evaluating 0.630 predict changes related to employee job performance indirectly and through employee participation. Studies have shown that the results obtained from this hypothesis are consistent with the results of research by Groen et al. (2017). In the fifth hypothesis of the research, the relationship between performance criteria with the aim of empowering performance employees through employee participation in the job performance of Keshavarzi Bank employees was investigated. The result of the H5 test showed that the development of performance criteria with the aim of empowering employees through the mediating variable of employee participation in the development of performance criteria has a positive and significant effect on the job performance of Keshavarzi bank employees. So that performance criteria with the aim of empowering 0.512 predicts changes related to employee job performance indirectly and through employee participation. Studies have shown that the result obtained from this hypothesis is consistent with the results of research by Wijayati et al. (2022). In the sixth hypothesis of the research, the relationship between performance criteria with the aim of developing the career path through employee participation in the job performance of Keshavarzi bank employees was investigated. The result of the H6 test showed that the development of performance criteria with the aim of developing a career path through the mediating variable of employee participation in the development of performance criteria has a positive and significant effect on the job performance of Keshavarzi bank employees. Performance criteria with the aim of developing a career path predict 0.684 changes related to employee job performance indirectly and through employee participation. Studies have shown that the results obtained from this hypothesis are consistent with the results of Nabila et al. (2022) and Groen et al. (2017).

5.2. Practical suggestions

According to the results obtained from the first and fourth hypotheses, and showed that the definition of employee performance criteria with the aim of evaluating

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directly and indirectly through employee participation has a positive and significant impact on the job performance of bank employees. Accordingly, it is suggested that the managers of the Keshavarzi Bank should make sure that the employees are aware of their duties. Therefore, managers should fully explain the duties of employees to employees in advance and provide them with the necessary documents. Managers should also provide employee performance appraisal reports to inform employees of the employer's wants and needs. It is also suggested that sufficient time be observed between periodic employee evaluations so that employees have ample opportunity to upgrade and correct previous non-standard and undesirable procedures.

According to the results obtained from the second and fifth hypotheses, and showed that the definition of employee performance criteria with the aim of empowerment directly and indirectly through employee participation, has a positive and significant impact on employee job performance. Accordingly, it is suggested that the managers of the Keshavarzi Bank adopt policies to empower their employees and help them to strengthen their sense of self-confidence and to give employees energy and motivation to carry out their activities. Managers can help improve their job performance by creating freedom of action for employees. Managers, in addition to trying to make the organization healthier in their policies and procedures, should prepare the ground for empowering employees in the organization and increasing their job performance in a more desirable way. It is also recommended that managers provide a good opportunity for employees to develop their careers and to express new thoughts and ideas and offer new suggestions. Managers should not be too strict with employees in performing their duties, in order to prevent burnout and leaving the organization by employees.

According to the results obtained from the test of the third and sixth hypotheses, and showed that the definition of performance criteria with the aim of developing a career path directly and indirectly through employee participation, has a positive and significant impact on job performance. Therefore, it is suggested that the manager of Keshavarzi Bank, in order to develop the career path of its employees, provide them with a clear picture of the talents, interests, values and jobs of the employees, correctly explain the contents of the employees to them and the articles of association Adjust the job of the employees. Managers can also show their employees the paths to career advancement and the knowledge and experience needed for career advancement. Managers should evaluate organizational and individual plans for the career advancement and development of employees, the bank should have plans for the promotion of employees and by providing information and job advertisements to them, enable employees to assess their competencies and have the necessary preparation to accept the job.

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5.3. Limitations and Suggestions for Future Research

The present study, like other research in the field, faced limitations. One of the most important and influential constraints was Quidd's disease, which made it difficult to gather the necessary data and information, and we tried to do so to some extent through methods such as data collection via the Internet. Also, the research findings are limited to the sample size and if the sample size changes, the results may change. In addition, the existence of different opinions on the research topic among members of the statistical community can affect the research results to some extent.

Given that the statistical population of this study was the Keshavarzi Bank, it is suggested that in future research it will be compared the indicators and patterns of performance appraisal of employees in production, service, commercial, private and other government organizations. Considering that in the present study, the relationship between the definition of performance criteria and the objectives of evaluation, empowerment and development of the career path with the job performance of employees was examined with regard to the mediating role of employee participation; It is suggested that researchers in future research look at other variables influencing this relationship, such as the quality of performance criteria; Organizational commitment of employees and knowledge management.

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Author Contributions

AF and MMF conceived the study and were responsible for the design and development of the data analysis. AF and RN were responsible for data collection and analysis and also for data interpretation. RN was responsible for the literature review section.

Disclosure Statement

The author has not any competing financial, professional, or personal interests from other parties.

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