

EXPLORING THE FACTORS INFLUENCING THE WORK PERFORMANCE OF BANK EMPLOYEES IN COMMERCIAL BANKS IN CHINA

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ABSTRACT

With the continuous development and growth of the financial market, the work performance of employees in commercial banks in China is currently being influenced by more and more factors. This study provides a literature review on research related to work performance in commercial banks and explores the relevant influencing factors of employee performance in commercial banks through literature review and interview surveys and proposes hypotheses on the relationship between the influencing factors. This study is based on social support theory and role identity theory, establishing a new research framework to explore the correlation and interrelationships between employee performance and three variables: leadership support, personal ability, and family work balance. The results of this study contribute to the improvement of relevant theories and the improvement of bank employee performance and lay a foundation for further data analysis and research.

Keywords: Social support theory ; Role Identity Theory ; Perceived Leadership Support ; Self-efficacy ; Work-family Balance ; Work Performance

INTRODUCTION

With the continuous development of the financial market and economy, banks, as an important component of the financial industry, undertake core responsibilities such as financial services and risk management. The work performance of their employees is of great significance for ensuring the stability and development of the financial industry. However, the current work situation of Bank of China employees is not optimistic. Due to complex factors such as high work pressure, heavy workload, and lack of sufficient support and motivation, some bank employees have unsatisfactory work, which in turn affects the quality and efficiency of the entire bank's work. Therefore, in-depth exploration of the influencing factors on the work performance of Bank of China employees is of great significance for optimizing the working environment of bank employees and improving their work performance.

In academic research, previous studies have mainly focused on the impact of a single variable on employee job performance. Practice has shown that employee job performance is not only caused by a single factor, but also the result of the combined effect of multiple factors. In recent years, with the continuous development of organizational psychology and professional behavior, more and more scholars have begun to pay attention to the multifactorial impact of employee job performance and have used multiple and comprehensive models to discuss the influencing factors of employee job performance. Chiniara&Brouer (2015) studied the impact of personal emotional support from leaders on job satisfaction, using employee self-esteem as a mediator variable. The study found that personal emotional support from leaders can positively affect employee job satisfaction to some extent. Stajkovic & Luthans (1998) found a positive correlation between high self-efficacy and higher job performance from the perspective of performance. Amstad et al (2011) found that good work family balance has a positive impact on both individual and organizational performance. Work family balance is positively correlated with individual work engagement, work performance, and life satisfaction, as well as with employee retention rate, employee engagement, and organizational reputation.

In summary, in-depth investigation of the factors that affect the work performance of Bank of China employees is of great significance for optimizing the working environment of bank employees and improving their work performance. This study attempts to integrate the long-term development effects of employee performance from three perspectives: leadership support and work family balance, providing new ideas for the concept of performance evaluation in commercial banks and further improving the theoretical system in this field. The research questions of this study are:

RQ1: What factors can have an impact on the work performance of bank employees in China?

The research objectives of this study are :

RO1: To study the factors influencing the work performance of bank employees in commercial banks in China.

LITERATURE REVIEW

Reviewing existing literature, it is found that current research in this field is relatively single in terms of research objects and objectives, lacking multi angle and multi-level research. From the perspective of the research object, most of the existing factors affecting the work performance of commercial bank employees have been studied from the perspective of bank performance evaluation management methods, and few researchers have taken individual employees as the research factor. From the perspective of research objectives, most researchers currently focus more on short-term performance indicators of employees, lacking long-term sustainability, which is detrimental to the long-term development of banks and employees.

Through literature review and interview surveys, it was found that there is currently limited research in this field that comprehensively analyzes and investigates leadership support, personal abilities, and work family balance. Many bank employees hope that researchers can conduct comprehensive research through these three perspectives. Therefore, this study will be supported by social support theory and role identity theory, attempting to comprehensively study the long-term impact of leadership support, employee personal, family balance, and other aspects on employee performance. And based on the research results, provide reference opinions for further improving employee performance and satisfaction.

Therefore, this study provides new ideas for the performance evaluation concept of commercial banks and further improves the theoretical system in this field.

Social support theory

First proposed by social psychologists Cobb and Kasl in 1976, social support theory is a theoretical framework that explains the impact of social support on an individual's health and well-being. The theory posits that social support is an interaction between individuals and others that includes emotional support (e.g., care and comfort), informational support (e.g., advice and guidance), and substantive support (e.g., material help and services). Social support can come from family, friends, colleagues, community, and other social networks, and it can have a significant impact on an individual's physical and mental health, psychological adjustment, and quality of life (Cobb & Kasl 1976).

The purpose of this study is to explore the relationship between Perceived Leadership Support, Self-efficiency, Work family Balance, and Work Performance variables. Perceived Leadership Support refers to the level of leadership support perceived by employees towards their goals (Liden&Eisenbeiss, 2012). In the workplace, social support generally comes from leaders, colleagues, and organizations. Therefore, Perceived Leadership Support is one of the applications of social support theory in the workplace, and there is a cross relationship between the two.

In summary, there is a close correlation between social support and various variables in this study. Therefore, this study will use social support theory as a guiding basis for studying the relationship between Perceived Leadership Support, Self-efficiency, Work family Balance, and Work Performance variables.

Role Identity Theory

The origin and development of Role Identity Theory (RIT) is based on the Social Identity Theory. Early on, role identity was usually studied as a sub-concept or related concept of Social Identity Theory. In the framework of Social Identity Theory, role identity is considered as a part of social identity and emphasizes the importance of identity formation and behavioral performance of individuals in specific roles. Social Identity Theory was developed by British psychologists Henry Tajfel and John Turner in the 1970s, and the theory mainly explains how individuals construct their self-identity by identifying with the group to which they belong and relates their self-esteem and self-worth to the values and image of the group to which they belong (Tajfel et al 1979).

Through literature review, it was found that early research mainly focused on the relationship

between individual behavior in social roles and role expectations. As research deepens, researchers begin to focus on individual identification in different roles such as family, work, and social groups, and study the mutual influence and conflict between different roles. In recent years, research on role identity theory has begun to involve how individuals construct self-identity through reference groups, social comparisons, and social identity.

Through literature review, it was found that the role identity theory has been extensively applied and studied in the fields of leadership behavior and employee performance, and a close relationship has been found between them. The study by Eisenbeiss et al. (2008) found that role building, and support of leaders can promote subordinates' identification with their roles and have a positive impact on job performance and employee performance. Therefore, this study takes the role of identity theory as the guiding basis for studying variable relationships.

Perceived Leadership Support

The development of perceived leadership support dates back to the 1960's. G. William Bennis first introduced the impact of leadership behaviors on organizational members in 1966, which included the concept of leadership support. He argued that leadership support is a behavior of concern and support for employees that promotes employee satisfaction and performance (Bennis 1966). In 1985, Kahn introduced the concept of "Employee Engagement" to link the degree of employee involvement with leadership behavior. In 1985, Kahn introduced the concept of "Employee Engagement", linking employee engagement to leadership behavior and pointing out that leadership support is one of the most important factors in improving employee engagement perceptions. Subsequently, the research on Perceived Leadership Support has evolved in different directions and areas in different contexts. Eisenberger et al. (1990) found that leaders supporting employee development, providing resources and guidance, and giving recognition and rewards can help improve individual job performance and performance levels.

Self-efficacy

Self-efficacy was first introduced by psychologist Albert Bandura. He first introduced the concept of Self-efficacy in his 1977 paper, arguing that self-efficacy is an individual's level of confidence in his or her own behavior required for successful performance in a specific domain or task. Bandura's research showed that self-efficacy has a significant impact on individual behavior and achievement, and based on the concept of self-efficacy further self-efficacy theory was developed.

Stajkovic&Luthans (1998) found from a performance-oriented study that high self-efficacy can positively impact work performance. Individual confidence in their own abilities will motivate them to be more motivated and persistent, pursuing higher work goals and achievements. Judge&Bono (2001) found in their research on job satisfaction that employees with high self-efficacy are more likely to experience job satisfaction and career development. Their confidence in their abilities can enhance work motivation and positive attitude.

Work-family Balance

The concept of work-family balance was first introduced by Rapoport & Rapoport (1969) in their classic book *Working Couples*, where they first explored the challenges and conflicts between the work and family roles of two professional couples and discussed how to achieve a balance between work and family. Kanter (1977) focused on the conflict between career and family responsibilities for women, and she proposed Work-family Balance as an important topic, further stating that organizations should provide support measures to help employees achieve a balance between work and family. The concept gradually attracted widespread attention in academia and practice and became an important research topic in the field of work-family, and was extensively studied and explored in the following decades. Kossek&Lambert (2004) found that the support and balance measures provided by organizations can positively affect employee job satisfaction, turnover intention, and life satisfaction, thereby improving employee job performance.

Work Performance

Work performance is also known as work performance in research. The concept of work performance does not have a specific earliest proponent, as the concept has been gradually developed and widely used in the fields of organizational psychology and human resource management. Work performance was first studied in the context of changes in the work environment and organizational management after the industrial revolution. Early research focused on productivity and work method improvement, such as Frederick Taylor, who is regarded as the father of scientific management, emphasizing the improvement of efficiency and productivity through scientific analysis of work tasks and work methods.

Over time, the study of work performance has gradually shifted from productivity and quantitative indicators to a more integrated and comprehensive perspective. Many scholars and researchers have

studied and defined Work Performance in different times and contexts. Fleishman (1972) used a combination of experiments and related methods to study how humans improve their abilities and skills through learning and training, which can positively impact task performance. In recent years, researchers have linked job performance with organizational performance. Podsakoff & MacKenzie (2014) studied how job performance affects organizational performance and competitive advantage, as well as how to improve job performance through organizational support, leadership, and culture. Other researchers have also focused on the impact of team performance, cross-cultural performance, and technological innovation on job performance.

The relationship between perceived leadership support and work performance.

Perceived leadership support refers to employees' perceptions of the extent to which their leaders provide support, encouragement, and resources. Work performance, on the other hand, involves the quality, quantity, and effectiveness of employee performance at work. A review of the literature reveals that perceived leadership support has a strong correlation with employee self-confidence, satisfaction, motivation, initiative, loyalty, ability to learn, and ability to cope with stress.

Rhoades & Eisenberger (2002) found from a review of more than 70 relevant studies that employees receive the three main benefits packages of equity, leadership support, and organizational rewards. He concluded that perceived leadership support enhances employees' motivation and work-related self-efficacy, which leads to more motivated, hard-working employees. By enhancing the enthusiasm and initiative of employees, it can drive the improvement of their work performance.

Based on this, the following hypotheses are made in this study:

Hypothesis 1: Perceived leadership support has a positive effect on work performance.

The relationship between self-efficacy and work performance

Self-efficacy emphasizes the individual's belief that he or she can successfully complete a specific task and achieve the expected outcome, while work performance emphasizes the extent to which the individual performs effectively at work and achieves the expected performance; these two concepts emphasize the individual's confidence before the task is completed and the performance of the outcome after the task is completed, respectively.

Tierney & Farmer (2002) found that high self-efficacy stimulates creativity and helps employees to produce creative performance, and the effect of self-efficacy on creativity is higher in white collar than in blue collar, in a separate study of employees in two different companies. Many studies have shown that the improvement of employee creativity positively affects their job performance.

Based on this, the following hypotheses are made in this study:

Hypothesis 2: Self-efficacy has a positive effect on work performance.

The relationship between work-family balance and work performance

The mainstream view is that when employees are able to effectively balance work and family goals, they are usually better engaged in their work and demonstrate higher performance. Some studies point out that work-family balance helps reduce work stress and family conflict, improves employees' work engagement and focus, and thus promotes better work performance. Greenhaus & Powell (2006) found that family and work are not in conflict but can be mutually supportive. Good family relationships help employees to be more engaged in their work, which leads to higher performance and thus higher compensation to give back to the family.

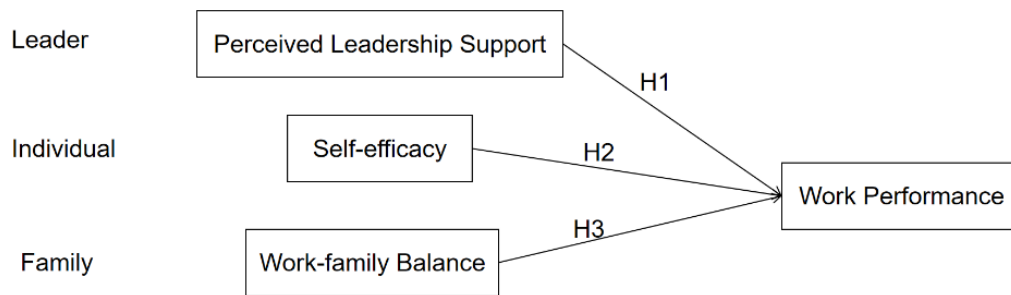
Based on this, the following hypotheses are made in this study:

Hypothesis 3: Work-family balance has a positive effect on work performance.

Conceptual framework proposed

This study takes the in-service employees of Guangfa Commercial Bank as the research object and wants to explore the factors that can have an impact on employees' work performance and the path of influence. Based on social support theory and role identity theory, this study found from the literature review that perceived leadership support, self-efficacy, and work-family balance are important factors that can influence employees' performance from three perspectives: leadership level, individual level, and family level. Therefore, this study uses perceived leadership support, self-efficacy, and work-family balance as independent variables and employee performance as dependent variables to develop a hypothesis on the relationship between the variables and to propose a conceptual framework for this study.

Figure 1
Conceptual Framework



METHODOLOGY

This study employed a qualitative research approach, which involved searching for literature reviews related to the application of employee performance, leadership support, self-efficacy, and work family balance in commercial banks from databases. The references are based on Web of Science, Scopus, Science Direct, and other databases. The references are only taken from journal articles, book chapters, and full-text documents to organize the selected relevant articles.

CONCLUSION

This study is based on social support theory and role identity theory, and through literature review, explores the relationship between leadership support, self-efficacy, work family balance, and work performance, and proposes research hypotheses. Successfully developed a theoretical framework that helps to gain a deeper understanding of the driving factors behind the work performance of bank employees, which will be useful for future research in this field.

In practical terms, this study can provide guidance for bank managers. Firstly, understanding the factors that affect employee job performance can help employees improve their performance. Secondly, for bank managers, they should not solely pursue factors that improve employee performance. They should pay attention to factors that affect employee work performance from multiple perspectives and develop more comprehensive and comprehensive corporate systems. Finally, understanding the factors that affect the work performance of bank employees can help professionals identify trends and changes in bank development, and can be used to make strategic decisions about future business directions.

In theory, leadership support, self-efficacy, and work family balance are the main variables that improve the abilities and service levels of bank employees. These variables are important for the development of work performance, but data is needed to prove these connections. However, as this is a conceptual document without any data collected, it cannot be extended to other countries. In addition, the framework of this study was constructed on the basis of referencing previous literature. Therefore, generalization is not suitable for application. Therefore, future research can collect data from different backgrounds to validate the conceptual framework proposed in this study. In addition, we encourage similar studies in other countries to explore factors that may affect the job performance of commercial bank employees from different perspectives.

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