

# Selected Factors Influencing Employee Work Performance in Enterprises

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**Abstract** – The purpose of the research paper is to assess the approaches to appraisal of employee work performance in enterprises. The empirical research in the questionnaire survey focused on the factors influencing employee work performance. The research was conducted in the second half-year 2022 on the sample of 260 respondents from enterprises operating in Slovakia. Two hypotheses were established and a research model was created. Methods used in the paper include: analysis, questionnaire survey, and synthesis. To evaluate the questionnaire survey and verify hypotheses, contingency tables, descriptive statistics methods, correlation, and regression were applied. Although the results of statistical verification of hypotheses did not prove the existence of statistically significant relationship, in one case there were 8 out of 18 relationships; thus there is some relationship. Results indicate which factors are important in companies in achieving employee work performance.

The statistical verification of hypotheses by correlation and the regression model proved the influence of the business sector on employee work performance appraisal (eight significant relationships). Further research is necessary for the generalisation in this area.

The importance of the company's most important asset, i.e. human capital is corroborated by means of statistical methods used in the paper. Moreover, the importance of structural capital is emphasized. The originality of the paper is in a creative application of statistical methods as well as in establishing five features characteristic of the approach to work performance in Slovakia's enterprises.

**Keywords** – Human capital, performance appraisal, work performance, work assignment.

## 1. Introduction

The success and competitiveness of enterprises is closely related to the work performance of their employees. Work performance is a matter of interest not only to managers but also to employees. A special interest in work performance is shown by senior managers in companies, as it is work performance that is a measure of how effectively the organization is managed. In addition to managers and employees, the issue of work performance is also dealt with by experts and specialists of personnel departments in cooperation with the scientific community, who examine work performance in relation to several factors. The employees in the personnel department are responsible for determining the factors and criteria used to evaluate work performance. They also handle the process of determining the methods and approaches for conducting work performance appraisals. Employees consider work performance and its appraisal to be a very emotional, motivating but also stressful matter and often solve questions of how to reach the level of the set criteria or how to deal with the situation when their performance is not at the level required.

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DOI: 10.18421/TEM123-48

<https://doi.org/10.18421/TEM123-48>

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*Received:* 21 April 2023.

*Revised:* 28 July 2023.

*Accepted:* 04 August 2023.

*Published:* 28 August 2023.

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In several research studies, it is stated that managers do not like to deal with the problems of their employees' poor performance. They even find it unpleasant and would rather ignore this problem, which is not possible, because it negatively affects the motivation of other employees and the overall performance of the entire entity [1], [2].

The focus of the paper is on employee work performance from the perspective of needs of line managers, personnel managers, and experts in personnel issues, who are involved in determining the work performance criteria. The aim of the research paper is to assess the approaches to appraisal of employee work performance in enterprises. The paper is part of the primary research project VEGA No. 1/0328/21 "Post-pandemic business management: identifying temporary and sustainable changes in sequential and parallel management functions in the context of the COVID-19 pandemic."

## 2. Literature Review

Work performance has to be investigated in relation to both its subjective and objective factors. In addition to economists and managers, work performance is also analysed in other disciplines, in particular psychology. Work performance is conditioned by objective assumptions, which include technical equipment, technologies applied, work organization and working environment conditions. According to Kocianová [3], working conditions include economic, technical-technological, socio-psychological working conditions, working hours, working environment, work safety, and worker care. When analysing work performance, we should also pay attention to the level of performance, which is influenced by job insecurity. This uncertainty may be alleviated and an environment of increasing performance can be created by reducing the uncertainty concerning the loss of employment and promoting organizational justice among employees [4], [16]. In addition to a number of objective factors, subjective factors related to human resources are also important. The basic subjective factors are the level of knowledge, skills and abilities of employees, physical strength, entrepreneurship, ambition, purposefulness, independence and self-reliance, adaptability, and other important personality traits. All of these determine the possible upper limit of performance and are further influenced by the effort and motivation of the employee [5]. Effort is a variable magnitude, which fluctuates in connection with:

- The physical and mental condition, in which employees currently find themselves and

- The nature of work assignments that the employee has to fulfil as well as the understanding of the roles by employees.

When processing the study, we start from the idea that work performance is dependent on the combination of personality and qualification prerequisites of employees, their motivation and effort, and on the level of understanding of work assignments [5], [1]. The employee work performance is the result of the work not only of the employees and the management, but it also depends on the total tangible assets of the company and its intellectual capital. Intellectual capital is made up of human capital and structural capital [6]. While structural capital represents the institutionalized knowledge owned by the organization, human capital is formed by the company's employees [7]. In our study and in the empirical research conducted, we focused on the work performance of employees from the point of view of the line managers' needs and the workload of personnel managers and experts in personnel issues, who deal with determining the basic work performance criteria. Our goal is to characterize the essence of work performance, to deal with the issues of setting requirements for work performance, and work performance appraisal. At this level, we also carried out empirical research, which enabled us to better understand the practical implementation, the procedures that lead to achieving the required performance standards, or searching for the ways and methods of increasing work performance [8]. In connection with work performance, these are the most frequently asked questions:

- What is the required performance?

If we want to assess the performance of an employee, or a group of employees, work teams, we must first consider which performance criteria are appropriate for the given job. It is also necessary to be aware of the details of the work performed, such as the sensitivity of the work to random influences, the reliability of the work, different working conditions and the significance of the work in the employer's entity.

- What are performance criteria?

Basic and universal criteria of work performance are: work outputs, quantity and quality of work, on-time performance of work. This is a general description, while for the purpose of practical application, it is necessary to individual criteria have to be specified in greater detail. Apart from the results themselves, it is necessary to deal with working and social behavior of employees at work.

- What is the difference between the actual and required performance?

The monitoring system is worked out on various periods, and according to the kind and nature of work.

Achieving the performance required is based on the communication between the manager and the employee. Providing an adequate feedback on the current work performance has to motivate employees, and leadership (as management function), ensure that employees achieve the required performance, which is supported by creating conditions for education and development. Managers use various incentives to reach required performance of their employees. Elaboration of the remuneration system has to take into consideration willingness, interest, and participation in trainings.

- What are the barriers to an effective work performance?

Exploring the barriers to performance is the basis of searching for the ways of increasing performance and eliminating the non-performance of the required performance criteria [9]. Basic barriers to reaching performance criteria necessitate the monitoring of:

- human barriers (lack of knowledge, skills, and capabilities, shortages in education management, lack of motivation, unsatisfactory stimulation tools, deficiencies in management;
- technical barriers (poorly designed workplace, shortage of resources, shortages in standardised procedures, fast technological changes;
- information barriers (objectives inadequately defined, shortages in performance measurability, unprocessed data, unsatisfactory feedback;
- organizational barriers (overlapping responsibility and activities, lack of flexibility and mobility, problems with the control system.

Human capital as an important part of the company's capital is at the same time the company's asset, owing to knowledge, skills, ambitions, attitudes, capabilities of coordinating activities, organizational abilities, and the ability to set in motion all the company resources, prepare and implement changes [10]. When evaluating their employee performance, employers also assess work relationships and employee development, apart from the results of work performance. Person's role at work, requirements placed on work performance are changing and modified in accordance with the conditions at the workplace.

A person's position in the workplace and performance requirements change and adjust in accordance with the workplace conditions. We present here two methods that represent different views of the person's position in the work process:

a) Human resources are recruited or the job in order to achieve the required performance and thus fulfil the organizational goals. This approach is rooted in Taylor's principles of scientific management. Emphasis is placed on work specialization, precisely defined work assignments and procedures. The job position in the job hierarchy must be clearly defined. The work assignments set for employees are based on scientifically justified methods of determining the performance based on the calculation of the employee's average performance [11], [12]. Employee work performance is often expected to approximate that of top performers [13]. However, the starting point of appraisal is the requirement to achieve an average performance, which is not very stimulating for the employees who are able to achieve above-the-average performance, as a result, above the average employees' abilities are often left unutilised [14], [15].

b) Human resource management, where the idea that human capital is the organization's most important asset is promoted, and the need for creating work assignments and jobs "tailored" to the knowledge, skills and abilities of employees is emphasized. The preferences of employees, their individuality, the results achieved through their education and continuous development are respected. In this context, precisely defined jobs are considered to be a barrier to desirable flexibility. Precisely defined work assignments are abandoned and requirements are rather defined in the form of work roles. The work role is understood as a system of systematically interrelated and observable behaviors that belong to a certain profession or position. Part of the work performance management is the contract on future work performance and the acquisition of knowledge and skills necessary to achieve the specified performance. It also includes a customized reward system and the creation of a suitable motivational environment, along with an adequate education management [8], [13], [15]. Achieving the required work performance of employees is ensured by employee appraisal, which is a tool for control and future performance guidance of employees. For appraisal purposes, performance is considered to be the unity of work results, work and social behavior, personality characteristics and professional prerequisites, taking into account the conditions and the environment where the work is performed. The ability of the worker as an individual at the workplace, the ability of the employee for group work, the willingness and ability to work as part of team, and the ability to lead a team are evaluated [17], [18].

Appraisal in the company can take the form of formal appraisal and informal appraisal. While the formal assessment is systematic, standardized and periodic, and its characteristic features are systematicity and planning. Huang et al. [19], [20], emphasise the importance of goal setting in enhancing team-building for virtual teams.

c) The results suggest that the best team building experiences are related to planned goals. A timely preparation of documents and selection of work performance appraisal factors is the basis of accuracy and rationality. The documents developed in this process are part of the employees' personal files. The most frequent factors of work performance factors used in companies are presented in Table 1.

Table 1. Factors of work performance

Professional level	Professional knowledge, skills, language knowledge and skills, education, diplomas and certificates, length of experience.
Personality traits and performance assumptions	Physical power, ability to coordinate activities, entrepreneurial spirit, target-orientation, ambition, social needs, independence and self-reliance, adaptability, reliability, organizational behavior, verbal competences, knowledge of languages, etc.
Behavior at work	Willingness to accept work assignments, effort for task performance, work activity, adherence to determined work procedures, adherence to determined work regime, compliance with regulations, reporting problems, economical management, handling equipment, conducting necessary documents, submitting rationalisation proposals, etc.
Professional and social behavior	Willingness to cooperate, relationships to peers (co-workers), behavior to superiors, behavior to subordinates, social behavior, relationship to customers.
Results of work	Quantity of products manufactured, product quality, reject products and amount of waste, sale of products and services, customer satisfaction, number of claims, work accidents, etc.

Source: own processing on the basis of interviews in enterprises conducted during pre-survey.

Considering the problems encountered in enterprises in the course of achieving the employee work performance as required, we formulated hypotheses of our empirical research.

### 3. Research Design and Methodology

The aim of the research paper is to assess the approaches to evaluating employee work performance in enterprises. For the purpose of our research, two hypotheses were established as zero and alternative hypotheses as follows:

1H<sub>0</sub>: Respondents' job position does not influence their approach to the appraisal of employee work performance in a given enterprise.

1H<sub>1</sub>: Respondents' job position predicts the level of work performance appraisal of employees in a given enterprise.

2H<sub>0</sub>: There is no relationship between the sector of business and the level of evaluating the work performance of employees.

2H<sub>1</sub>: The sector of business predicts the level of evaluating the work performance of employees in a given enterprise.

The research was conducted in the second half-year of the year 2022 on the non-random sample of 260 respondents from enterprises operating in Slovakia. In the research, two hypotheses were established, and a research model was created. The following methods were used in the research paper: analysis, questionnaire survey, and synthesis. To evaluate the questionnaire survey and for the purpose of statistical verification of hypotheses, contingency tables, descriptive statistics methods, correlation, and regression were applied. The research was done on the basis of the research model consisting from parameters and research indicators, whose meaning is specified in Table 2. The groups of research indicators are: Achievement of company objectives, Objective factors of work performance, Subjective factors of work performance, Requirements for current performance, and Decisive type of performance appraisal.

Table 2. Research model

Source: own processing

WPA1	During achieving objectives human capital prevails
WPA2	During achieving company objectives structural capital prevails
	<b>Objective factors of work performance</b>
WPA3	Organizational conditions
WPA4	Technical conditions
WPA5	Information conditions
WPA6	Physical environmental factors
WPA7	Social and psychological, hygienic and aesthetic workplace conditions
	<b>Subjective factors of work performance</b>
WPA8	Employee's individual (subjective) prerequisites (qualification, knowledge, skills) for the performance of some work activity
WPA9	Way of accepting and processing stimuli affecting an employee during the performance of work activity in work environment
WPA10	Way of an employee's responding to stimuli from the work environment
WPA11	Level, scope, and complex nature of employee's psychic processes and subjective influence of cognition experienced in the past
WPA12	Attitudes to work activity and appraisal system of an employee's personality – harmony of professional and hobby orientation
	<b>Requirements for current performance</b>
WPA13	preferably set for an individual
WPA14	preferably set for work groups (members can perform the same activities)
WPA15	preferably set for teams (each member has their own specific role)
	<b>Decisive type of performance appraisal</b>
WPA16	Appraisal based on employee's results
WPA17	Appraisal based on employee's behavior at work
WPA18	Appraisal of qualification requirements and personality traits

#### 4. Research Results and Discussion

Research results are presented in the following structure: research sample structure, appraisal of research indicators, statistical verification of hypotheses (correlations, regression).

The research sample consisted from 260 respondents selected from enterprises on a non-random basis, and specified in terms of the following parameters: gender, age, education, respondent' job position, company headquarters, scope of company operation, and business sector. Respondents were managers and owners from two industries, Section G (Wholesale and retail trade; Repair of motor vehicles and motorcycles) and Section N (Administrative and support service activities) of the Statistical classification of economic activities SK (Slovak Republic) [21].

The structure of research sample, numbers and percentage of incidence are presented in Table 3.

Parameters – Description of respondent and enterprise	
PAR1	Gender
PAR2	Age
PAR3	Education
PAR4	Job position
PAR5	Company headquarters
PAR6	Scope of company operation
PAR7	Branch of business
Appraisal of work performance in enterprise	
	<b>Achievement of company objectives</b>

Table 3. Structure of research sample

Parameters		Number	% share
PAR1 – gender	Men	155	59.62
	Women	105	40.38
PAR2 – age	<30	1	0.38
	31 – 40	48	18.46
	41 – 50	127	48.85
	51 – 60	67	25.77
	>60	17	6.54
PAR3 – education	Elementary	1	0.38
	Secondary	111	42.69
	University, 1st cycle	16	6.15
	University, 2 <sup>nd</sup> cycle	127	48.85
	University, 3 <sup>rd</sup> cycle	5	1.92
PAR4 – job position	owner	20	7.69
	Operation manager	138	53.08
	Sales manager	92	35.38
	Purchase manager	10	3.85
PAR5 – company headquarters	Slovak Republic (SR)	257	98.85
	abroad	3	1.15
PAR6 – scope of company operation	In some SR region	5	1.92
	SR	68	26.15
	In Europe	114	43.85
	worldwide	73	28.08
PAR7 – branch of business	G Wholesale trade and retail trade; motor vehicle and motorcycle repair	150	57.69
	N Administrative and support services	110	42.31

Source: own processing

Explanatory note: PAR –parameters; WPA – work performance appraisal

**4.1. Appraisal of Research Indicators**

Respondents expressed their agreement/disagreement with individual statements on a seven-degree scale from 0 to 6. Their assessments from 0 to 2 are considered to be affirmative (agreement); assessment 3 is considered neutral and assessments from 4 to 6 are considered negative (disagreement). Table 4 shows percentage in individual evaluations of indicators WPA1 – WPA18.

Note: highlighted cells in individual tables represent the highest or the lowest evaluation achieved, which are subsequently described in greater detail.

Table 4. Results of assessment of research indicators

Indicator	Agree (%)				Neutral (%)	Disagree (%)			
	0	1	2	Σ (%)		3	4	5	6
WPA 1	0.0	1.5	14.23	15.77	22.69	30.77	20.38	10.38	61.54
WPA 2	0.0	5.0	10.00	15.00	17.69	18.08	25.38	23.85	67.31
WPA 3	0.0	0.3	2.69	3.08	9.23	25.38	37.69	24.62	87.69
WPA 4	4.2	11.15	5.38	20.77	5.00	11.15	30.00	33.08	74.23
WPA 5	0.0	3.0	6.15	9.23	6.92	11.15	21.54	51.15	83.85
WPA 6	18.08	30.00	22.69	70.77	15.77	8.46	4.23	0.77	13.46
WPA 7	0.3	10.00	12.31	22.69	17.31	27.69	27.69	4.62	60.00
WPA 8	0.0	0.3	2.31	2.69	3.46	11.15	25.77	56.92	93.85
WPA 9	0.0	0.3	4.23	4.62	18.08	32.69	33.08	11.54	77.31
WPA 10	0.0	0.3	0.77	1.15	2.31	19.23	37.31	40.00	96.54
WPA 11	0.0	1.1	6.92	8.08	25.38	27.69	31.15	7.69	66.54
WPA 12	0.0	0.3	1.15	1.54	3.85	8.08	36.54	50.00	94.62
WPA 13	0.3	0.0	0.77	1.15	1.54	2.69	13.46	81.15	97.31
WPA 14	38.85	7.69	13.85	60.38	16.92	8.46	6.54	7.69	22.69
WPA 15	48.85	3.46	6.15	58.46	10.77	9.62	9.23	11.92	30.77
WPA 16	0.0	0.3	0.77	1.15	0.38	0.38	11.15	86.92	98.46
WPA 17	0.0	0.7	3.46	4.23	3.85	10.00	22.31	59.62	91.92
WPA 18	0.0	1.1	8.46	9.62	11.92	15.77	14.23	48.46	78.46

Source: own processing  
 Explanatory note: WPA– work performance appraisal; PAR –parameters

It is obvious from Table 4 that respondents expressed their agreement with all the indicators of the research model, except 3, namely WPA6 – they do not consider physical environment factors objective factors of the work performance; as for WPA14 and WPA15 – respondents disagree with the statement that work groups and work teams are prioritised in determining requirements.

Appraisal results are further supplemented with descriptive statistics (Table 5), where above-average values are highlighted except for STDEV, where the below-average values are highlighted.

Table 5. Descriptive statistics of group indicators of work performance appraisal

	Average	Median	Modus	STDEV	Dispersion	Pointness	Skewness	Confidence Level(95 %)
WPA 1	3.85	4.00	4.00	1.24	1.54	-0.70	-0.04	0.15
WPA2	4.20	4.00	5.00	1.48	2.20	-0.79	-0.47	0.18
WPA3	4.71	5.00	5.00	1.05	1.09	0.16	-0.66	0.13
WPA4	4.30	5.00	6.00	1.87	3.49	-0.33	-0.99	0.23
WPA5	4.95	6.00	6.00	1.40	1.95	0.72	-1.30	0.17
WPA6	1.82	2.00	1.00	1.41	2.00	-0.21	0.64	0.17
WPA7	3.63	4.00	4.00	1.40	1.96	-0.69	-0.47	0.17
WPA8	5.30	6.00	6.00	1.00	1.00	2.62	-1.64	0.12
WPA9	4.28	4.00	5.00	1.05	1.10	-0.34	-0.29	0.13
WPA10	5.12	5.00	6.00	0.90	0.80	1.51	-1.02	0.11
WPA11	4.04	4.00	5.00	1.12	1.26	-0.51	-0.24	0.14
WPA12	5.29	5.50	6.00	0.90	0.82	3.23	-1.62	0.11
WPA13	5.71	6.00	6.00	0.75	0.56	18.67	-3.80	0.09
WPA14	1.99	2.00	-	1.99	3.97	-0.89	0.57	0.24
WPA15	2.04	1.00	-	2.29	5.24	-1.30	0.54	0.28
WPA16	5.82	6.00	6.00	0.59	0.35	31.02	-5.02	0.07
WPA17	5.28	6.00	6.00	1.10	1.21	2.66	-1.74	0.13
WPA18	4.79	5.00	6.00	1.42	2.03	-0.58	-0.83	0.17

Source: own processing

Table 6 clearly shows that the above-average values achieved the following indicators:

- WPA3, WPA4, WPA5 from group “Objective factors of work performance”, i.e., respondents considered organizational, technical and information conditions to be the most important ones.
- WPA8, WPA10, and WPA12 from group “Subjective factors of work performance.” In this case, these are individual assumptions, way of employee’s response to stimuli operating in the work process and attitudes to work activities and the value system of an employee’s personality.
- WPA13 of group “Current performance requirements”, where the fact assessed the highest was that requirements for a current performance are set out for an individual.

- Indicators of group “Decisive type of performance appraisal” all the three indicators (WPA16, WPA17, WPA18) were assessed as above average, but the highest value was assigned to indicator WPA16 – assessment based on employee’s results.

4.2. Statistical Verification of Hypotheses

Statistical verification of hypotheses was implemented in two steps. At first, the correlation matrix was created (Table 6), from which only the relationships were verified whose correlation coefficient  $r > | 0.2 |$ . These relationships are considered to be from weak to medium strong. Afterwards, there were selected relationships which were assessed by means of the regression analysis. Regression model is presented in Table 7.

Table 6. Correlation matrix

	PAR1	PAR2	PAR3	PAR4	PAR5	PAR_6	PAR_7
WPA1	0.00	0.07	0.32	0.02	0.07	-0.21	0.57
WPA2	0.04	0.02	0.29	0.01	0.06	-0.20	0.60
WPA3	0.01	0.03	0.14	0.06	0.00	-0.09	0.34
WPA4	0.06	0.16	0.16	-0.01	-0.17	0.09	0.09
WPA5	0.06	0.12	0.16	0.06	-0.02	0.02	0.21
WPA6	0.06	-0.03	-0.01	0.14	-0.11	0.1	-0.09
WPA7	0.07	0.01	0.14	0.13	-0.02	-0.05	0.18
WPA8	0.00	0.08	0.13	0.09	-0.03	-0.07	0.26
WPA9	-0.03	0.02	0.08	0.19	-0.03	-0.12	0.12
WPA10	-0.03	0.04	0.09	0.04	0.07	-0.11	0.21
WPA11	-0.07	-0.11	0.07	0.05	-0.1	-0.12	0.2
WPA12	-0.05	-0.03	0.04	-0.08	0.04	-0.05	0.19
WPA13	0.07	0.04	0.03	-0.07	-0.05	-0.04	0.05
WPA14	0.04	0.03	-0.13	0.16	0.04	0.06	-0.03
WPA15	-0.1	-0.06	0.26	0.04	-0.1	-0.27	0.59
WPA16	0.00	0.01	0.00	-0.04	-0.03	-0.04	0.12
WPA17	0.03	0.18	0.12	0.26	0.04	-0.07	0.05
WPA18	-0.01	0.04	0.15	-0.01	-0.16	-0.12	0.33

Source: own processing

Table 7. Regression model

		Independent variables				Adjusted R <sup>2</sup>	F (4,26)
		PAR3	PAR4	PAR6	PAR7		
Dependent variables	WPA1	0.15	0.01	0.01	0.53	0.34	33.99***
		(0.07)**	(0.07)	(0.05)	(0.07)***		
	WPA2	0.11	-0.01	0.02	0.57	0.36	36.70***
		(0.08)*	(0.08)	(0.06)	(0.08)***		
	WPA3	0.04	0.05	0.04	0.34	0.11	8.79***
		(0.06)	(0.07)	(0.05)	(0.07)***		
	WPA5	0.11	0.06	0.12	0.22	0.06	4.78**
		(0.09)	(0.10)	(0.07)	(0.10)**		
	WPA8	0.05	0.08	0.03	0.26	0.06	5.45***
		(0.06)	(0.07)	(0.05)	(0.07)***		
WPA10	0.03	0.03	-0.04	0.18	0.03	3.10*	
	(0.06)	(0.06)	(0.05)	(0.06)**			
WPA 15	0.09	0.03	-0.06	0.54	0.34	34.86***	
	(0.12)	(0.13)	(0.10)	(0.13)***			
WPA17	0.12	0.27	-0.05	-0.02	0.07	6.16***	
	(0.07)	(0.08)***	-0.05	-0.07			
WPA18	0.05	-0.02	0.01	0.32	0.10	8.16***	
	(0.09)	-0.1	(0.07)	(0.10)***			

N = 126

\*p<0.05, \*\*p<0.01, \*\*\*p<0.001

Values: Standardized Beta, Standard error in parentheses

Source: own processing

Verification of hypothesis 1H (the effect of the respondent's job position on the level of job performance evaluation):

Based on the results of the regression model, we can conclude that the statistically significant dependence of the level of work performance appraisal on the respondent's job position is not confirmed because only the WPA17/PAR4 relationship is statistically significant ( $p < 0.001$ ), thus we conclude that job position predicts the evaluation based on the employee's work behavior as follows:

$$WPA17 = 4.03 + 0.33 * PAR4.$$

With other indicators (WPA1, WPA2, WPA3, WPA5, WPA8, WPA10, WPA15 and WPA18), the relationship was not confirmed. Based on this,  $H_0$  is confirmed and the alternative hypothesis  $H_1$  is rejected.

Verification of hypothesis 2H (influence of business sector on work performance assessment):

On the basis of the regression model, statistically significant relationships may be characterised as follows:

$$WPA1 = 2.22 + 0.19 * PAR3 + 0.66 * PAR7$$

$$WPA2 = 2.27 + 0.85 * PAR7$$

$$WPA3 = 3.67 + 0.36 * PAR7$$

$$WPA5 = 3.40 + 0.31 * PAR7$$

$$WPA8 = 4.36 + 0.26 * PAR7$$

$$WPA10 = 4.71 + 0.17 * PAR7$$

$$WPA15 = -0.66 + 1.24 * PAR7$$

$$WPA18 = 3.88 + 0.46 * PAR7$$

Statistical significance was proved in 8 indicators, but from the total number of 18 indicators in the research model the number is not sufficient. We can state therefore: although  $2H_1$  alternative hypothesis has to be rejected and zero hypothesis  $2H_0$  has to be accepted, at the same time we cannot neglect the unquestionable existence of some relationship, thus the influence of the sector of business on the level of the work performance appraisal opens space for future exploration.

## 5. Conclusion

In addition to formal performance appraisals, informal performance appraisals are also useful in companies. Informal appraisal is occasional: it is carried out by the supervisor in the course of work performance, so it has the character of a continuous appraisal. Informal appraisal can be considered as part of the day-to-day relationship between supervisor and subordinate, as part of the ongoing monitoring of job performance and work behavior. It is often influenced by the supervisor's current mood and feelings. It reinforces the participative nature of employee appraisal as part of the day-to-day relationships between supervisor and subordinate.

Although this type of appraisal is used less often than formal appraisal, it creates the possibility of reversing poor employee performance. Typically, informal appraisals are used when the results of a routine periodic appraisal are not available, or when there has been a significant turnaround in the employee's performance since the last appraisal, characterised by a significant decline in performance.

For the purposes of appraisal and the fulfilment of the managerial function of monitoring staff, it is necessary to develop a holistic view of employee appraisal. In any case, it is necessary to evaluate on the basis of work results, on the basis of the employee's work and social behavior in the workplace. Personality characteristics, psychological processes, and the level of the employee's rational and emotional intelligence have to be part of the evaluation. It is necessary to examine how the individual (subjective) factors of the employee correspond to the requirements of the job as stated in the specification of requirements for the employee, and also how they correspond to the requirements of teamwork and group work in the workplace [22], [23], [24].

The empirical research in the questionnaire survey focused on the factors influencing employee work performance. The work performance appraisal in enterprises operating in Slovakia can be evaluated according to individual groups of indicators as follows:

- Structural capital prevails in achieving the company's objectives; it contains institutionalised knowledge owned by the company, namely organization structure, work procedures, work procedures, job contents, technologies, business partners' databases, manuals, customer networks, suppliers and cooperating organizations, but also the name of the company/organization) in the mind of its customers and in the public awareness.
- The most important objective factors of work performance are organisational, technical and informational conditions. They are connected with the company's ability to generate added value, capability to innovate and improve internal processes.
- the highest ratings from the group of subjective factors of work performance were given to the following indicators: individual assumptions of employees, the employee's way of reacting to stimuli operating in the work process and attitudes to work activity and the value system of the employee's personality
- the requirements for actual performance are most often set for the individual
- the crucial type of performance appraisal is the appraisal based on the employee's results.



The above results characterize which factors are important in companies in achieving employee work performance. Company outputs are secured by intellectual capital, i.e. not only human capital, but also structural capital. However, many of the managers interviewed in the pre-survey felt that socio-psychological, hygienic and aesthetic conditions of the workplace, including trust and job security, often helped them in improving employee performance; however, that was not corroborated by the questionnaire survey.

### Acknowledgements

*The paper is part of the primary research project VEGA No. 1/0328/21 "Post-pandemic business management: identifying temporary and sustainable changes in sequential and parallel management functions in the context of the COVID-19 pandemic."*

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