

# Analyzing Relationship between Employee Perceptions and Aspects of Performance Management and work engagement: Case Study of KFC Pakistan

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**Abstract-** This study aims to evaluate the role of employee perception and its influence on employee performance, specifically in terms of job performance, emotional commitment, and performance intentions. In order to analyse the foundation of employee perception and aspects of performance management. I thoroughly assess the relevant theoretical, conceptual, and empirical data. The majority of findings in the literature review indicate that employees' performance interrelated with employee perception about the company and management. We have chosen KFC (Kentucky fried chicken) Pakistan as primary case study to develop the research. The requisite data is gathered through the use of standardized questionnaires and interviews. The structured questionnaire was derived from four prior studies pertaining to the subject matter. The research is primary quantitative and we have used Tableau to analyse and present data in graphical format. In order to assess the dependability and accuracy of the authorized instruments we have used SPSS (statistical package for social sciences), Cronbach's alpha coefficient test, regression analysis, descriptive statistics and Anova test were conducted. In order to ascertain the overall sample size of 100 individuals, the target population was initially separated into distinction based on their job position in KFC Pakistan. Subsequently, respondents were chosen from ten different locations in Karachi, Pakistan using a straightforward random sampling method. The study's findings indicate that employee perception play key role in boosting motivation for job that related to employee performance in KFC. The correlation study reveals that employee perceptions are positively and significantly associated with job performance and emotional connection to the organization. Hence, it is advisable for the organization to build an effective feedback system, maintain accurate and appropriate accounting practices, engage in discussions regarding evaluation outcomes, establish methods to effectively communicate evaluation results, conduct evaluations with thorough attention, and establish a participatory evaluation system and procedure to ensure all employees are informed. Thus, HR must assume a crucial role in the intricate performance review process.

**Keywords:** Employee perception, KFC, Employee performance, Performance management, employee motivation, HRM practices.

## 1. Introduction

Throughout the last three decades, KFC has established a commendable standing in the realm of employee satisfaction and employee performance. In Pakistan KFC reputation is not different than any western or Middle Eastern region; people not only like the taste but also seem satisfied with staff behavior and performance of company in terms of offering reasonable prices on variety of deals. This aspect has not been found in many fast food eateries operating in region.

The most recent statistical data reveals that KFC Pakistan has a total of Hassan & Nawaz (2017) workforce on different location. However the fact has been highlighted by Kashif & Khattak, (2017) KFC is also the fast food giant in Pakistan that suffers with employee turnover that suggested the dire need for performance management system. Highest turnover signals the dissatisfaction of employee and negative perception of employee about company. This article examines the tendency of employee's perception and company growth.

Enterprises function within a volatile milieu must put efforts to make their staff satisfied and keep track of their perception about company and management. Within the current mending initiatives, one of the primary areas of emphasis is strategic thinking. According to Naz et al. (2020) the primary factor hindering the success of ongoing regeneration is the loss of individual's essence or core. Effective organizations recognize that their success hinges on individuals, their competencies, and their productivity. Efficiency also entails the necessity of staffing specific human resources in order for the organization to achieve success. Through the establishment of a culture that prioritizes

excellence, nurtures strong employee contentment and retention rates, and cultivates a highly proficient staff (Naz et al., 2020).

Performance management is a strategic approach to optimize outcomes for the organization, teams, and individuals by comprehending and controlling performance based on established objectives, standards, and specific requirements/competencies. The approach is centered on contract control rather than command and incorporates rigorous performance objectives for these contracts. As per Kashif & Khattat (2017) selecting an inappropriate metric leads to a misalignment between the behavior, priorities, and decisions of employees and the overall organization with the directions of the management team. Performance management systems are commonly employed in human management to facilitate the implementation of organizational strategy. Through the utilization of these systems, organization's priorities workers opinions to make positive impression over them which boost employee performance and motivation. Companies also establish performance management systems to incentivize and retain their most valuable resource, their personnel. Jeswani (2023) contends that employee's positive perception driven by factors such as acknowledgment and esteem, social connections, a nurturing workplace atmosphere, monetary incentives, and constructive input.

Implementing a performance management system requires a significant investment of time and effort, and management must ensure that the system is both feasible and equitable for employee. The argument of Anees et al. (2020) signals the threat by stating that if an employee holds a negative perception of the system, it might result in a multitude of adverse outcomes. The adoption and execution of a performance management system significantly influence both individuals and organizations. Effective utilization of performance management systems necessitates substantial financial and non-financial resources, and it is crucial for all stakeholders to take ownership and utilize them efficiently (Anees et al., 2020). Performance management comprises two essential components: employee performance and employee motivation/appreciation.

#### **a. Problem statement**

Performance management is a crucial tool for the organization to attain its strategic goals and enhance operational effectiveness. The process involves the assessment of individual's perception and performance, with a specific emphasis on identifying and addressing areas of weakness. Regarding the multitude of advantages associated with the comprehension of employee perception boost employee performance that benefit company's venture. This research will highlight performance management systems that helps KFC Pakistan in establishing positive perception that up level employee performance. As various management found it difficult to implement most suitable performance management system in context of their employee bench.

#### **b. Objectives of the research**

1. Evaluate the employees' perspectives on the organization's existing performance evaluation methods.
2. Analyze the correlation between employee performance strategies and employee perception
3. Analyze the correlation between employee perception about company and organizational success
4. Analyze the correlation between how employees perceive performance appraisals and their intention to leave the company.

#### **C. Hypothesis**

H1: Work engagement co-related with organizational perception

H2: Employee perception boost organization success

H3: Employee appraisal system formulate perception about the company

## **II. Literature Review**

### **a. Employees' perception on the organization's existing performance evaluation methods**

Mujtaba (2022) define performance management as an ongoing activity that involves the evaluation of individual skill set, comprehension towards company goals and employee perception about organization. According to the human capital theory, a skilled, capable, and effective person can make a significant contribution to the success of an organization with positive mindset. According to Qureshi et al. (2016) the organization engages in strategic investments and training initiatives to enhance its competencies and optimize its overall performance and productivity. Thus, it can be understood that performance management evaluation methods and techniques must stream with company's objectives that also not just generate feedback but also show direction to motivate employee. Considering this, the administration of the management should be encouraged to foster a favorable workspace to surge positive perception.

An efficient performance management system serves as a catalyst for the advancement and nurturing of talent. Mujtaba (2022) insist on a culture that encompasses ongoing learning and the enhancement of skills. Employee perception and performance management are correlated as aim of establishing performance management agendas are to increase performance of company, which can only be achieved when employee possess a positive perception about company.

Qureshi et al. (2016) argued despite the presence of evaluation and measurement methods, accountability systems, and performance data analysis, there is currently no specific strategy in place that effectively utilizes this data to enhance performance. Performance evaluation enables management to assess potential factors that might be achievable throughout the succession planning process. Performance evaluations can be efficacious in discerning exceptional performers which is also used to execute performance enhancement initiatives.

The most suitable performance management strategy is the one that enables the management to oversee and assess the employee's requirements, ensuring their attention is directed towards the company goals (Otieno 2015). To achieve this objective, it is advisable to establish a proficient performance management procedure, which is a streamlined framework that oversees the interaction between employees and supervisors and tracks their advancement. The fact has been demonstrated by Otieno (2015) the system should possess the capacity to easily adjust and accommodate organizational modifications. The system should additionally document the performance of individual, group, and familial personnel.

Moreover, employee performance management system also blame for negative and positive employee perception. As it has been argued by Siswanto et al. (2021) employee performance management primary objective is to assess issues in employee bench, and motivate employee to perform best with regard to predicated achievements. This is the point when management should highlight weaknesses of employee with dignity without hurting employee sentiments. With careful integration of employee performance management evaluation feedbacks, company can develop positive perception.

#### **b. Correlation between employee performance strategies and employee perception**

Terblanche (2017) contends that the correlation between employees' performance orientation and their work attitude holds significant importance in the field of organizational behavior. According to Self-Determination Theory (SDT), these tactics have a direct impact on employees' self-determination, skills, and relationships, which subsequently affect their level of work engagement. Based on self-determination theory (SDT), every individual possesses three primary psychological requirements, as depicted in the diagram provided. The social environment, including the setting where employee receives medical treatment, provides more support for these psychological demands; employee motivation becomes more durable, resulting in work engagement (Terblanche 2017). Conversely, when social engagement fails to fulfill employee psychological requirements or hinders them impact negatively works engagement and perception of organization. Within the dynamic setting of KFC Pakistan, where staff frequently adhere to established protocols, individuals' degree of autonomy can significantly impact their performance (Blythe 2020).

In the professional domain, possessing a sense of competence is crucial for fostering commitment. Therefore, at KFC Pakistan, performance management techniques should prioritize both performance evaluation and the enhancement and advancement of skills. According to Blythe (2020) the concept of SDT is that competence is a key factor in fueling internal motivation. Constructive feedback, training opportunities, and rewards based on well-defined performance measures support this concept. It has been stated by MAHMMUD (2022) fostering commitment necessitates fostering positive relationships between individuals and creating a supportive organizational atmosphere. KFC Pakistan can foster stronger connections by cultivating a culture of collaboration, bolstering synergy, and establishing efficient channels of communication. Per Self-Determination Theory (SDT), employees are more likely to be interested in their work when they perceive a sense of welcome, respect, and caring from their team and employer. However, SDT does offer significant insights. However, when analyzing the specific case of KFC in Pakistan, one must exercise caution and thoroughly scrutinize the details. Cultural influences, the structure and style of leadership, and organizational interactions have a significant impact on autonomy, skill development programmes, and workplace relationships (MAHMMUD 2022). The extent to which KFC Pakistan aligns its performance management systems with these fundamental incentives will have an impact on staff engagement.

#### **c. Employee perception about performance appraisals**

This is one aspect of a highly intricate network of organizational and human connections. This relationship, grounded in the principles of social exchange theory, necessitates a mutual exchange between the equitable evaluation of employees, the provision of high-quality feedback on one side, and the unwavering devotion of individuals to their organization (Kanwal & Siddiqui 2020). An in-depth analysis of this correlation reveals that fairness assessments significantly influence performance evaluations. Explicit criteria, objective evaluation, and constructive feedback are essential for employees to gain a comprehensive understanding of the process. Essentially, when the assessment is unjust or lacks objectivity, this can elicit unfavorable perspectives and potentially lead to an inclination to depart (Kanwal & Siddiqui 2020).

The outcome of an employee's appraisal is determined by the caliber of the feedback received. It has been argued by Mahmood & Bashir (2020) Insufficient or unsuitable feedback has the potential to exacerbate dissatisfaction and may even result in the contemplation of quitting. For a firm like KFC, it is crucial that performance evaluations focus on operations using well-defined procedures and channels for improvement. Further Mahmood & Bashir (2020) stated

that an organizational culture that prioritizes integrity, transparent communication, and objective performance assessment has the potential to foster a favorable shift in employee mindsets.

This alignment can foster development and investment in the future of the company's personnel, thereby mitigating turnover concerns. Arokiasamy (2019) stated that the correlation between how employees perceive their value and the duration of their termination demonstrates the intricate equilibrium of the fairness of evaluations, the quality of feedback, and the culture within the firm. Organizations that adhere to the concepts of social exchange theory and promote fair, open, and constructive evaluation methods are likely to have higher levels of employee engagement and lower turnover intentions. This, in turn, leads to a more engaged and well-maintained workforce.

**III. Methodology**

Arokiasamy (2019) asserts that in the dynamic and evolving corporate environment of today, the skills and adaptability of employees play a vital role in achieving long-term success and maintaining a competitive edge. Positioned at the confluence of innovation and progress, KFC is a significant fast food business in Pakistan. An effective and resilient employee perceptions and aspects of Performance Management and work engagement are becoming increasingly essential as a firm tackles the requirements of emerging markets and technological progress . Snyder (2019) has provided detailed information on this matter. Effective employee training goes beyond acquiring skills; it forms the basis for the organization's success and promotes a culture of continuous improvement, adaptability, and creativity. This is done to enhance overall business performance, productivity, and efficiency by enhancing organizational processes.

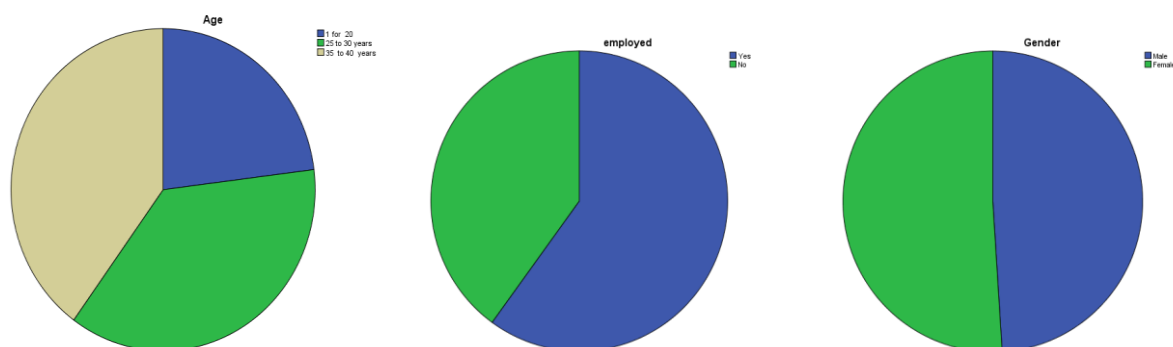
This study employed a cross-sectional methodology to thoroughly examine employees' comprehension of various performance management systems and the degree of their execution. This study seeks to quantify the level of correlation between variables in a certain organizational context in its current state (Snyder 2019). We selected a stratified random sample of 100 individuals from the organization's many departments, including representatives from all levels and positions within its hierarchy. The sample comprises individuals holding supervisory and managerial roles, as well as coworkers who are directly involved in or affected by performance management methods.

It has been favored by Mohajan et al. (2018) each portion of the questionnaire contained twenty Likert-scale items. The goal of these items is to assess individuals' perceptions of performance management skills and other aspects of work. The questionnaire underwent multiple rounds of testing to assess its clarity, relevance, and internal consistency (Mohajan et al. 2018). We sent out questionnaires over a span of three weeks, using both digital means and physical copies. We provided a comprehensive explanation of the survey's objectives and importance, particularly emphasizing its voluntary nature and strict measures to ensure confidentiality. To guarantee precision and reliability, we subject the responses to a rigorous data validation and cleansing procedure. The application of descriptive statistics, including measures such as mean, standard deviation, and frequency distributions, succinctly summarized and elucidated the data (Ørngreen & Levinsen 2017). Furthermore, the statistical analysis of the results relied on correlation coefficients and regression models to investigate the connections between variables.

Tableau visually presented the SPSS analysis data for data visualization. We generate diverse visual depictions, such as histograms, graphs, and heat maps, to illustrate trends, patterns, and relationships identified during statistical analysis. The study adhered completely too ethical rules and acquired informed consent from subjects prior to data collection. The study ensured the preservation of confidentiality and anonymity for participants, with all data securely stored and accessible exclusively to authorized researchers. The study is hindered by the use of convenience sampling, which may restrict the capacity to apply the findings to a broader population. Moreover, the cross-sectional design imposes restrictions on establishing causality across factors, thereby necessitating future longitudinal investigations to gather more comprehensive data (Ørngreen & Levinsen 2017).

**IV. Result and Discussion**

**a. Result**



**Figure 1 Age of respondents KFC**

- 23 respondents (22.5%) fall into the category represented age group 20
- 37 respondents (36.3%) belong to the '25 to 30 years' category
- 40 respondents (39.2%) are categorized as '35 to 40'

**Figure 2 Still Employed in KFC**

- 60 respondents (58.8%) are categorized as 'Yes', indicating they are employed in KFC.
- 40 respondents (39.2%) are classified as 'No', suggesting they are not employed in KFC but were part of organization.

**Figure 3 Gender**

- 49 respondents (48.0%) are 'Male'.
- 51 respondents (50.0%) are classified as 'Female'.

**Table no 1: Post in KFC**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	25	24.5	25.0	25.0
	Sub manager	48	47.1	48.0	73.0
	Service representatives	27	26.5	27.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

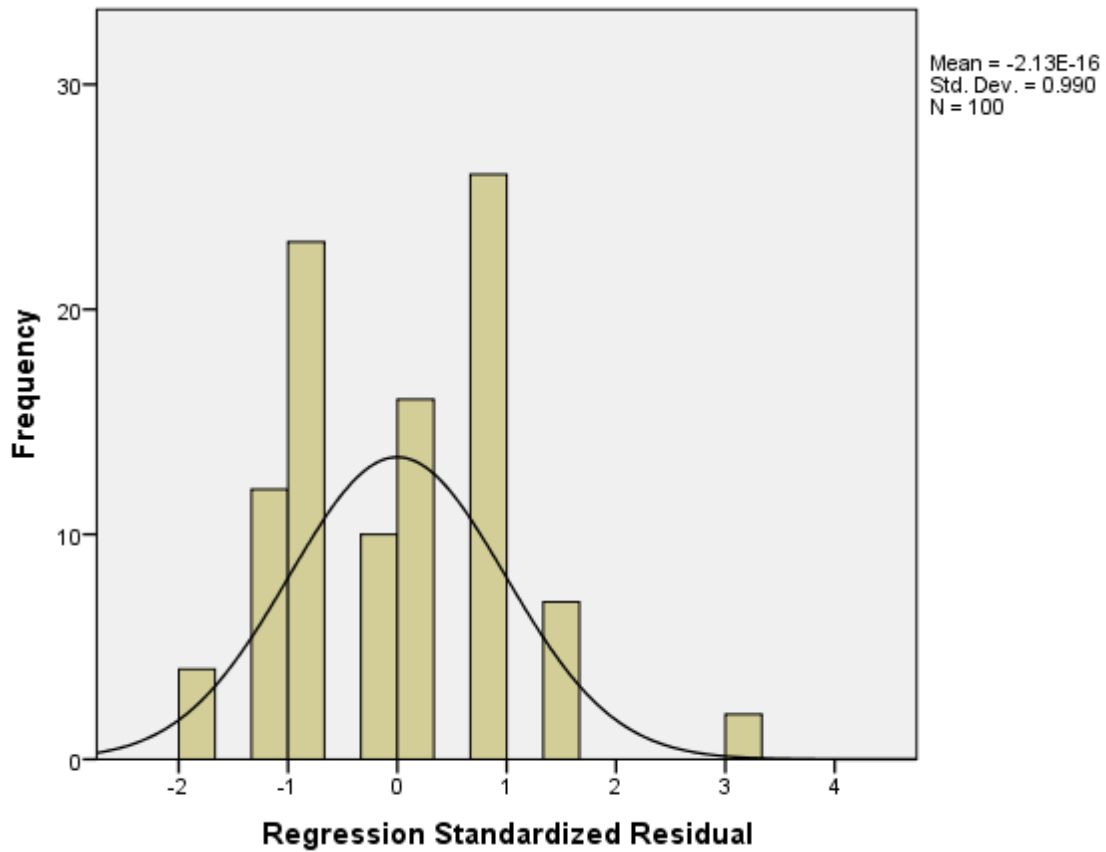
**Table 2 Correlations**

		Strong sense of organizational support	Organizational culture	Significant and aligned	Feeling of satisfaction
Strong sense of support	Pearson Correlation	1	1.000**	1.000**	.494**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Organizational culture	Pearson Correlation	1.000**	1	1.000**	.494**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Significant and aligned	Pearson Correlation	1.000**	1.000**	1	.494**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Feeling of satisfaction	Pearson Correlation	.494**	.494**	.494**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

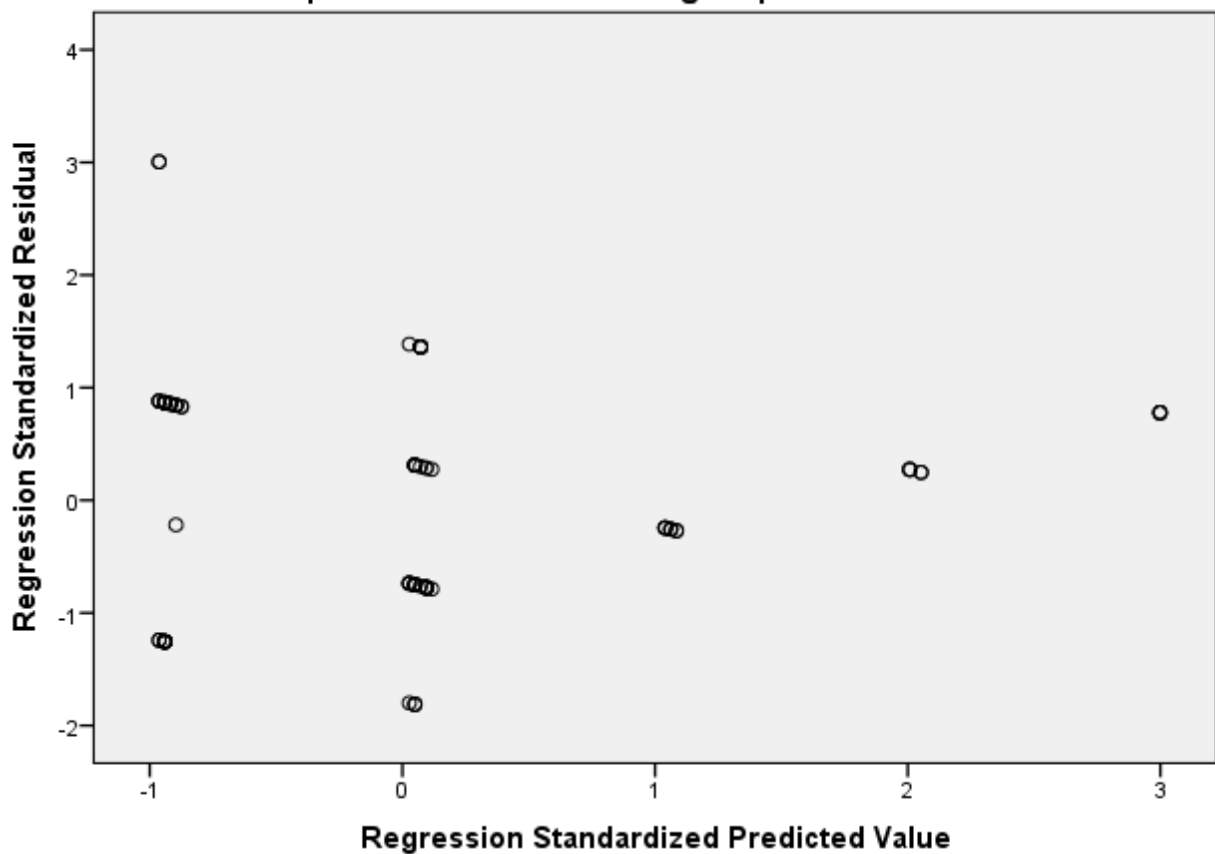
**Chart 1: Work engagement dependent variable**

**Predictors: (Constant), prospects for utilizing and enhancing my abilities, passionate about my work**



### Scatterplot

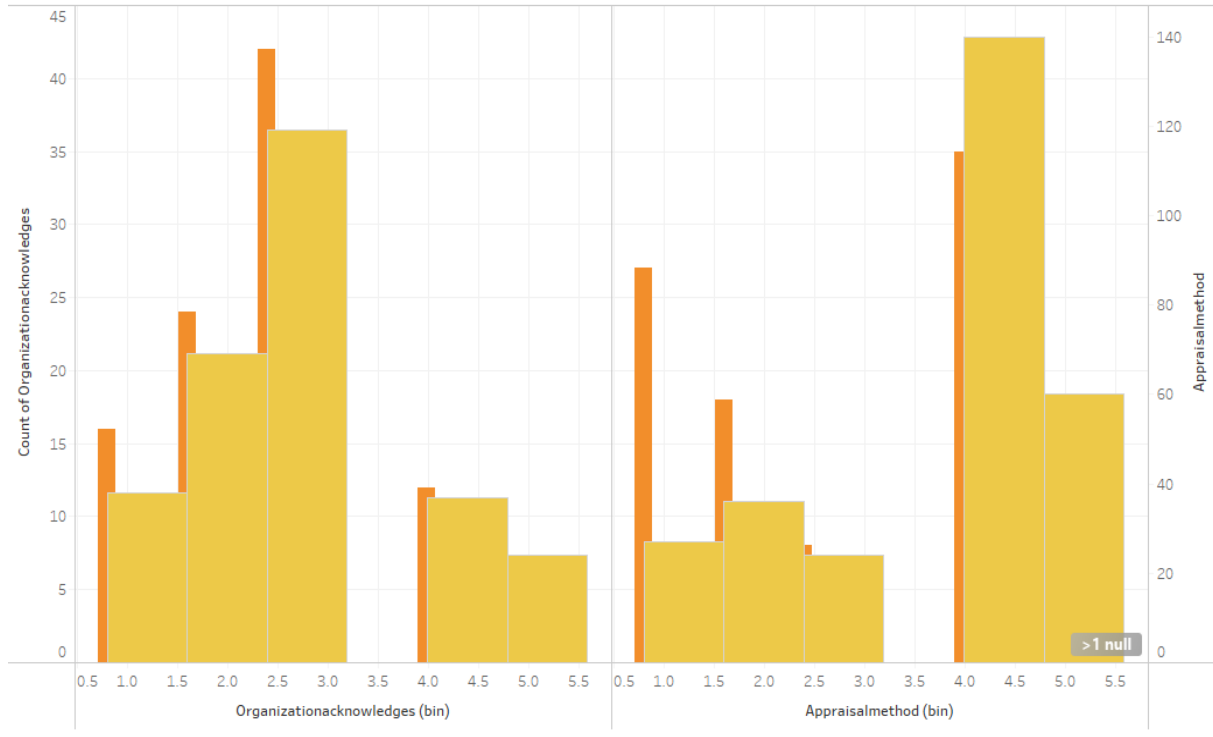
Dependent Variable: trainingandprofessional



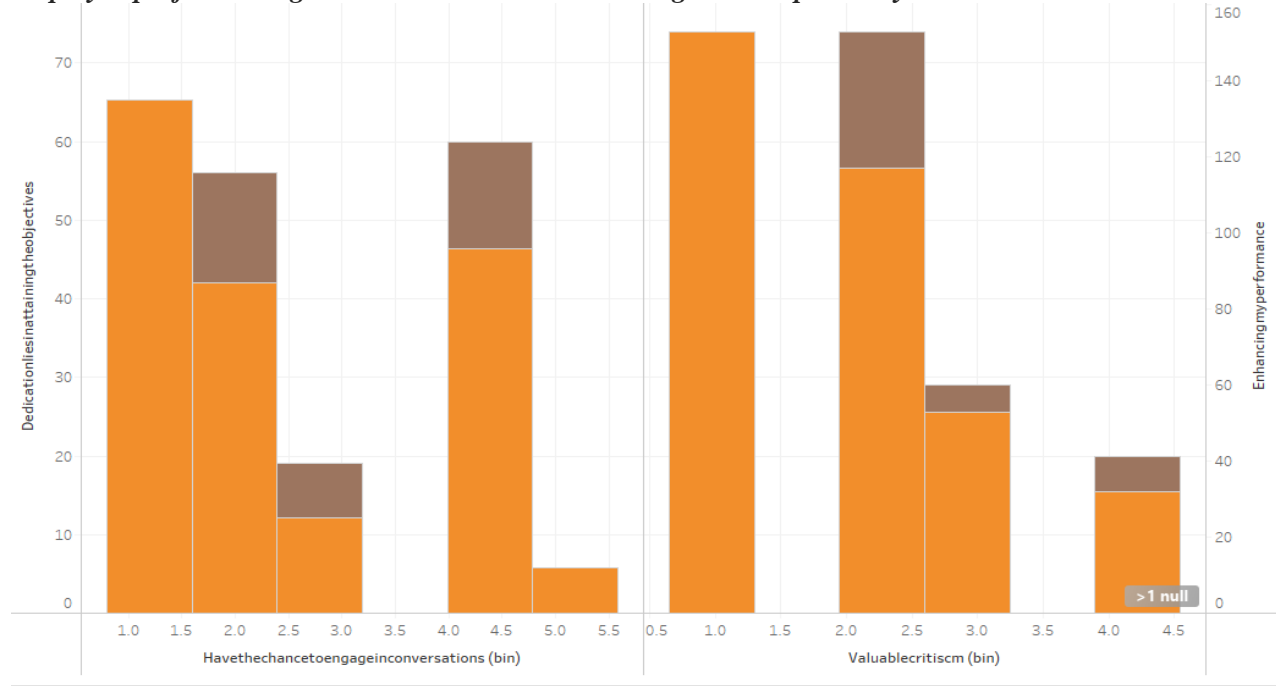
**Table 3: One way ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
1. I consistently receive valuable criticism regarding my performance.	Between Groups	23.181	4	5.795	6.304	.000
	Within Groups	87.329	95	.919		
	Total	110.510	99			
2. The criteria for assessing performance are unambiguous and comprehensible	Between Groups	60.840	4	15.210	9.865	.000
	Within Groups	146.470	95	1.542		
	Total	207.310	99			
3. During evaluations, I have the chance to engage in conversations about my professional growth.	Between Groups	48.732	4	12.183	9.740	.000
	Within Groups	118.828	95	1.251		
	Total	167.560	99			

***“I believe that the organization duly acknowledges and values my contributions” increases with Appraisal method***



*Employee professional growth conversation with management is positively correlated with valuable critics*



**b. Discussion**

This study aims to discover factors that can predict employee engagement and organizational success on the basis of employee perception working or ever worked in KFC Pakistan. The research work examine if perceived organizational perception can serve as a moderating variable in the relationship between human resources (HR) practices and employee engagement in KFC. The SPSS analysis reveals that all performance management activities, including career development, job security, and performance feedback, exhibit a positive and statistically significant correlation with employee engagement as per the Social Exchange Theory. The workplace effectively communicates to its employees that they are highly esteemed and acknowledged within the business. The ANOVA analysis reveals a statistically significant relation between the groups in terms of the organizational success and organization perception component ( $F = 4.077, p = 0.004$ ). These findings indicate that employees' interpretations of organizational culture might vary, and these variations can have an impact on their level of dedication and endorsement of the organization.

**H1: organization success co-related with organizational perception accepted**

The organizations provide ample opportunity for professional development, demonstrating the management's dedication to its personnel. Kashif & Khatkhat (2017) proposed that providing suitable career prospects for employees demonstrates organization's commitment to their professional growth, thereby fostering positive performance management perception and enhancing their dedication to their work. Furthermore, this study discovered a favorable correlation between performance manager feedbacks and employee engagement, similar to the findings of the Hassan & Nawaz (2017) study, suggesting that employees are receiving opportunities for growth and improvement. The analysis of bivariate correlation reveals a substantial impact of organizational positive critics on work engagement along with the manager feedback regarding their organizational skills boost overall organizational competence.

**H1: Work engagement co-related with organizational perception accepted**

A statistical analysis using an "identity mediator" reveals a substantial disparity between the groups ( $F = 16.590, p = 0.000$ ). This implies that an organization's ability to accurately recognize people and assign them appropriate responsibilities or duties can vary, thus impacting their degree of dedication. The feedback supervisors receive regarding their performance acknowledges employee skills foster a strong work ethic and enthusiasm in their job performance. The study also aims to investigate how perceived organizational moderates the relationship between employees' views of HRM practices and their commitment. The statistics also indicate notable disparities between the groups in the characteristics pertaining to employee endorsements and accurate focus ( $p = 0.000$ ). These findings indicate that the way employees perceive appraisal system for enhancing or adjusting the company's objectives might influence the company's overall performance. Association analysis reveals a favorable association between elements such as good support, organizational culture, strong coordination, and the level of enthusiasm among employees. As a result, employees typically experience higher levels of engagement when they perceive themselves as being supported and aligned with the organization's objectives.

**H3: Employee appraisal system formulate positive/negative perception about the company accepted**

The descriptive statistics provide the average values and measures of variability, such as standard deviations, for different employee attitudes and circumstances related to commitment. For instance, certain elements, such as a robust



sense of support and unwavering dedication, hold greater significance compared to others, indicating the presence of heightened emotions in these domains. Collectively, these findings indicate a significant correlation between employees' perspectives, their dedication, and their endorsement of the company's achievements. The ANOVA analysis demonstrates a statistically significant and positive relationship between employees' sense of support, alignment, and engagement and the overall success of the organization.

This implies that when individuals are deficient in work-related resources, they typically possess other organizational resources to manage the issue, which can have a beneficial impact on employee behavior. Put simply, in a challenging work setting where individuals are required to give their utmost effort, they anticipate greater assistance from the business in order to maintain their affiliation. Research suggests that employees' achievement is closely tied to the support they receive from their employer in a social exchange. Organizations' assistance directly influences employees' commitment to work, leading to an increase in their level of engagement.

## V. Conclusion

This study adopted a comprehensive approach to examining empirical research on the correlation between organizational perception, work engagement and organizational success. The study uncovered significant inquiries and integrated novel notions that hold relevance for future investigations. Research indicates a correlation between work engagement and the achievement of organizational goals. Furthermore, work serves as a middleman in interpersonal connections. Factors such as employment opportunities and individual assets are influential; performance is a potential outcome. Given that individuals are the most valuable and essential resources for enhancing immediate work efficiency and ensuring long-term organizational sustainability, companies must prioritize these outcomes. Further investigation is required to comprehend the specific scope of motivation and whether it encompasses involvement in individual occupations, everyday activities, or even weekly assignments. In addition, it is imperative to identify methodologies for measuring accomplishment that do not solely rely on subjective assessments, but rather incorporate objective indicators such as enhancements in sales volume or productivity. Perceptual features of employees, among other factors, encompass a robust sense of support and a focus on the organization. These variables exhibit a strong correlation with commitment, and this correlation is statistically significant. An empirical analysis reveals a significant association between employee attitudes, work engagement, and organizational performance. These data demonstrate that cultivating positive employee attitudes has a direct impact on levels of engagement, ultimately leading to the accomplishment of the company's objective. It is essential to remember the significance of cultivating a transparent and encouraging organizational culture. Provided that it is implemented in an atmosphere of support, acceptance, and acknowledgment, this can lead to heightened employee involvement and overall company achievement. Essentially, organizations can enhance their commitment and success by establishing a conducive environment for growth, addressing areas of weakness that require improvement, and fostering positive attitudes among personnel. This study emphasizes the need of maintaining a business culture that aligns with employee expectations in order to sustain growth and enhance performance.

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### Appendix:

#### Questionnaire

#### Questions used in Descriptive analysis

<b>Please mention your age</b>	1 for 20 25 years 2 for 25 to 30 years 3 for 35 to 40 years	1 , 2, 3
<b>Level of Qualification</b>	<ul style="list-style-type: none"> <li>• Graduate</li> <li>• Post graduate</li> <li>• Consultant</li> </ul>	1 , 2, 3
<b>Still employed in Pakistan KFC</b>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>	1, 2
<b>Gender</b>	Male Female Others	1 , 2, 3
<b>What is your post in KFC ?</b>	Manager Sub manager Service representatives Other posts	1, 2, 3, 4

#### Questions used in Annova , Regression and Che-Square and other tests

The close ended questions are answered using the five point **LIKERT** Scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree and 5- Strongly Agree

<i>Employees' perspective on performance management</i>					
	1	2	3	4	5
The criteria for assessing performance are unambiguous and comprehensible.					

I consistently receive valuable criticism regarding my performance.					
The performance appraisal method is equitable and unbiased.					
During evaluations, I have the chance to engage in conversations about my professional growth.					
I believe that the organization duly acknowledges and values my contributions.					
The performance management system serves as a catalyst for enhancing my performance.					
I am receptive to evaluating my aims and ambitions.					
The performance appraisal process facilitates the identification of areas that require enhancement in skills.					
<b>Work engagement</b>					
I am highly motivated and passionate about my work duties and obligations.					
My occupation offers prospects for utilizing and enhancing my abilities.					
My dedication lies in attaining the objectives established for my position.					
I experience a feeling of satisfaction and fulfilment in my professional endeavours.					
I am eager to exert more effort in order to contribute to the organisation.					
I experience a strong sense of affiliation and inclusion within my team or department.					
The work I do is significant and aligned with the objectives of the company.					
<b>Organizational support</b>					
The organization highly regards the ideas and suggestions of its personnel.					
The organization allocates resources towards the training and professional development of its personnel.					
The company offers distinct prospects for professional growth and advancement.					
The organizational culture fosters collaboration and synergy among employees.					
I perceive a strong sense of support and encouragement from the firm to foster my professional growth.					