

التحديات التي تواجه تحديد مؤشرات الأداء الرئيسية في إدارة الموارد البشرية من
وجهة نظر الموظفين في البنوك بجمهورية مصر العربية

**The barriers of determining KPIs in Human Resource Management as
perceived by the employees at banks in the Arab Republic of Egypt**

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Abstract

This research aims to investigate significant correlation between the employees' Personal factors and their perception towards challenges of determining KPIs in human resource management and investigate significant differences between the Five groups that hinder determining KPIs in human resource management in the field of application which is the employees at Commercial Banks in Arab republic of Egypt. The research adopted the philosophy of positivism, the deductive approach, and the method of quantitative and qualitative analysis as the research methodology. The instrument utilized for data collection was the questionnaire. Consequently, (380) usable questionnaires were collected electronically through social media channels. In addition, Using SMART PLS V4.0 to explore the causal relationships between the research variables. The findings reveal that there is no correlation relationship between the employees' Personal factors and their perception towards determining KPIs in human resource management and there aren't significant differences between the means of the five groups that hinder determining KPIs in human resource management. In addition,

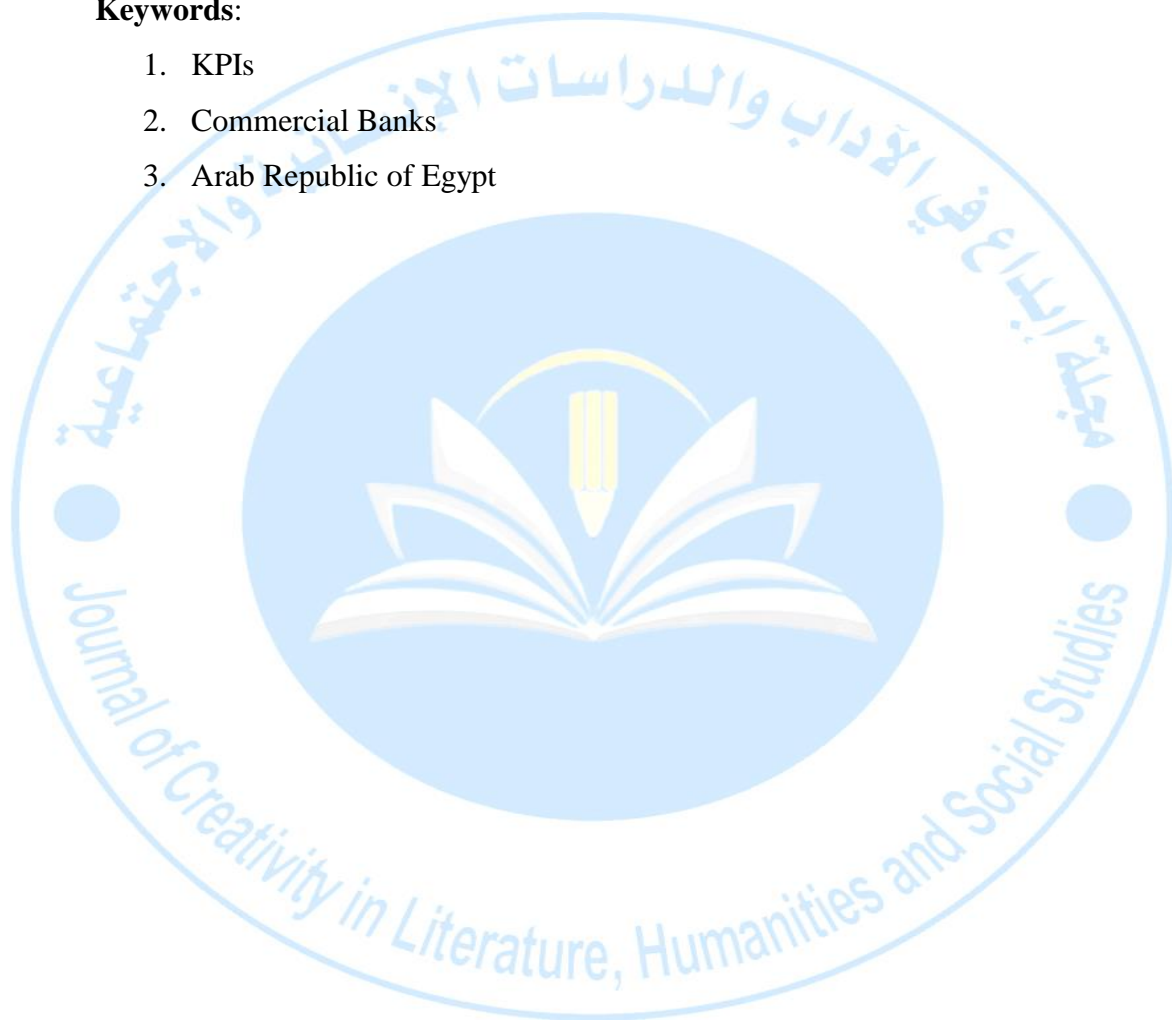
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this research also has significant practical implications and guidelines, and theoretical implications for researchers who are interested in research variables.

Keywords:

1. KPIs
2. Commercial Banks
3. Arab Republic of Egypt



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المستخلص:

يهدف هذا البحث إلى دراسة الارتباط ذي الدلالة الإحصائية بين العوامل الشخصية للموظفين وإدراكهم للتحديات المتعلقة بتحديد مؤشرات الأداء الرئيسية (KPIs) في إدارة الموارد البشرية، بالإضافة إلى دراسة الفروقات ذات الدلالة الإحصائية بين المجموعات الخمس التي تعيق تحديد مؤشرات الأداء الرئيسية في إدارة الموارد البشرية، وذلك في مجال التطبيق المتمثل في موظفي البنوك التجارية في جمهورية مصر العربية.

اعتمد البحث على فلسفة الوضعية (Positivism)، والمنهج الاستنتاجي، وطريقتي التحليل الكمي والنوعي كمنهجية للبحث. وقد تم استخدام الاستبيان كأداة لجمع البيانات، وتم جمع (380) استبيانًا صالحًا للاستخدام إلكترونيًا من خلال قنوات التواصل الاجتماعي. كما تم استخدام برنامج SMART PLS V4.0 لاستكشاف العلاقات السببية بين متغيرات البحث.

وقد كشفت النتائج عن عدم وجود علاقة ارتباط ذات دلالة إحصائية بين العوامل الشخصية للموظفين وإدراكهم لتحديد مؤشرات الأداء الرئيسية في إدارة الموارد البشرية، كما لم تظهر فروق ذات دلالة إحصائية بين متوسطات المجموعات الخمس التي تعيق تحديد مؤشرات الأداء الرئيسية في إدارة الموارد البشرية.

بالإضافة إلى ذلك، فإن لهذا البحث دلالات عملية وإرشادية مهمة، فضلاً عن دلالات نظرية للباحثين المهتمين بمتغيرات البحث.

الكلمات المفتاحية: مؤشرات الأداء، البنوك التجارية، جمهورية مصر العربية.

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Introduction

In an increasingly competitive and rapidly evolving business environment, Key Performance Indicators (KPIs) have become essential tools for aligning individual performance with organizational goals. In the field of Human Resource Management (HRM), KPIs offer measurable and strategic insights that facilitate decision-making, employee evaluation, and continuous improvement (Parmenter, 2015). Despite their importance, the development and implementation of KPIs within HRM remains a complex task, particularly in developing economies where structural, technological, and cultural barriers may impede effective application.

In the context of the banking sector in Egypt, determining appropriate HRM KPIs faces multiple challenges. These may include unclear strategic objectives, resistance to change, lack of employee engagement, insufficient data infrastructure, and limited training in performance management systems (Osman, 2014). Moreover, employees' perceptions of such barriers play a critical role in understanding the practical limitations that organizations encounter while trying to institutionalize performance indicators. These perceptions are vital because employees are both the subject and the agents of performance evaluation mechanisms (Armstrong & Taylor, 2023).

Understanding these perceived barriers from the perspective of bank employees can provide actionable insights to HR professionals and policymakers aiming to enhance strategic HR practices in Egypt. By addressing such barriers, banks can improve transparency, accountability, and the alignment of HR goals with broader institutional objectives.

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Exploratory research

In this section of the exploratory study, the researcher addresses two key components: first, the (pilot) study, and second, the review of previous literature. The purpose of this section is to arrive at a precise formulation of the research problem.

1. Pilot study & practical problem

The researcher conducted an exploratory study through a series of personal interviews with a sample of 22 employees working in banks across the Arab Republic of Egypt. Three key questions were posed to explore their perspectives on the challenges and barriers associated with determining Key Performance Indicators (KPIs) in Human Resource Management (HRM) within the banking sector.

The researcher adopted a semi-structured methodology, which allows respondents the freedom to express their opinions without strict constraints. This approach aims to achieve a high level of comprehensiveness in data collection and to capture diverse viewpoints that reflect the variations among different banks.

The interviews were designed to cover multiple dimensions, including the nature of currently used performance indicators, organizational and technological challenges related to their determination, and employees' awareness of the significance of these indicators in improving institutional performance. Responses were recorded and analyzed using thematic analysis to identify dominant trends among participants.

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Interview Questions:

1. What are the main challenges facing the determination of Key Performance Indicators (KPIs) in Human Resource Management at your bank?
2. How do organizational and technological factors influence the effectiveness of implementing KPIs in performance evaluation?
3. What are the proposed solutions to overcome these challenges and achieve a more accurate and effective performance assessment within the bank?

Key Findings and Insights:

The findings revealed significant difficulties in defining and implementing KPIs within HRM departments in Egyptian banks. The majority of participants (78% of the sample) confirmed that the lack of clarity in the bank's strategic objectives makes it challenging to establish meaningful and precise KPIs.

Additionally, 74% of participants stated that the lack of integration between HR systems and modern banking operational systems hinders the ability to track performance and analyze data effectively.

Participants also indicated that the prevailing organizational culture in some banks does not prioritize the clear definition and use of KPIs, with 69% of respondents asserting that resistance to change among employees and managers is one of the biggest obstacles to effective KPI implementation.

Moreover, 65% of respondents reported that insufficient training and awareness regarding the importance of KPIs lead to their inaccurate

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application, reducing their effectiveness in improving institutional performance.

Trends and Proposed Solutions:

- 68% of respondents suggested establishing a clear framework for defining KPIs that aligns with the bank's overall strategic objectives.
- 72% recommended increased investment in digital HR systems that enable more accurate and objective performance tracking and data analysis.
- 66% of the sample believed that implementing training programs for HR professionals on how to determine and measure KPIs would significantly enhance their effectiveness in performance evaluation.

Conclusion and Recommendations:

The findings suggest that the barriers to determining KPIs in Egyptian banks stem from organizational, technological, and cultural factors. This necessitates the development of new mechanisms to enhance transparency in defining objectives, modernizing HR systems, and fostering a data-driven performance culture within banking institutions.

Based on these preliminary results, it is recommended to expand the research scope to include a larger quantitative analysis of employees at different administrative levels within banks, as well as a comparative study between local and international banks to identify best practices in this field.

2. Research Gap and literatures

The literature surrounding the challenges of determining Key Performance Indicators (KPIs) reflects a growing recognition of both the strategic importance and the practical difficulties associated with performance

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measurement in organizations. Several recent studies have shed light on critical barriers that hinder the effective implementation of KPIs across sectors.

Nguyen (2024), in his article *"Challenges and Solutions in Measuring Operational KPIs"*, emphasizes the foundational issue of data quality. According to his analysis, organizations often suffer from incomplete, inconsistent, or outdated data, which directly undermines the reliability of the KPIs they generate. Nguyen argues that such flawed metrics can lead to poor strategic decisions, as they fail to reflect actual performance accurately. To mitigate this issue, the study recommends the implementation of strong data governance mechanisms, including regular audits, data validation, and accountability for data stewardship.

Complementing this perspective, Shah (2024) focuses on the strategic dimension of KPI failure. In his study titled *"The Dark Side of KPIs: Uncovering the Limitations and Pitfalls"*, Shah identifies the frequent misalignment between KPIs and overarching strategic objectives. He highlights that many organizations adopt performance indicators without ensuring they truly support long-term goals, leading to a disconnect between employee actions and strategic direction. Shah stresses the need for transparent communication of organizational goals at all levels and encourages leadership involvement in bridging this strategic gap.

The *Intrafocus* (2023) report, *"The Challenges of KPI Management"*, shifts the lens toward behavioral and organizational resistance. It identifies employee resistance to change as a key barrier to KPI adoption, especially when employees perceive new KPIs as disruptive to established workflows or

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threatening to their autonomy. The report suggests that involving employees in the KPI development process helps create a sense of ownership, thus reducing opposition and enhancing compliance with performance measurement systems.

Additionally, ThoughtSpot (2024), in its work *"KPI Management: Best Practices and Mistakes to Avoid"*, critiques the complexity of KPI frameworks as another widespread issue. Many organizations, in an attempt to be thorough, develop overly complex or excessive KPIs, which result in confusion, reduced engagement, and decision paralysis. The report recommends simplification and prioritization of KPIs, focusing only on a small number of high-impact indicators that align closely with core business objectives.

Together, these studies provide a multifaceted understanding of the technical, strategic, behavioral, and structural challenges associated with KPI determination. However, a notable research gap exists in how these barriers are perceived by employees in specific contexts, particularly in developing countries and highly regulated sectors such as the banking industry in Egypt. While the literature explores the challenges in general terms or from managerial perspectives, there is limited empirical evidence addressing how employees themselves interpret and experience these barriers—especially in the context of Human Resource Management (HRM), where performance indicators are both sensitive and directly linked to

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Research problems & questions

Based on the academic gap, the practical gap, and the researcher's observations, the problem of the current research is formulated as follows: The current research problem is to explore the relationship between employees' personal factors and their perception of the challenges in determining Key Performance Indicators (KPIs) in Human Resource Management. To address the research gap, the following two questions are posed:

- Q1.** What is the nature of the correlation relationship between employees' Personal factors and their perception towards challenges of determining KPIs in human resource management?
- Q2.** What are the significant differences between the five groups that hinder determining KPIs in human resource management?

Research Objectives

By investigating the research gap and its questions, this research embraces the following objectives:

- O1.** Investigate the groups of reasons that hinder determining KPIs in human resource management in the sector of field of application.
- O2.** Arranging that groups according to the extent of their strong influence on the presence of the phenomenon under study.

Research Hypotheses

This research develops two central hypotheses based on previous studies in order to answer the research questions. These hypotheses are as follows:

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H1. There is a significant correlation relationship between employees' Personal factors and their perception towards challenges of determining KPIs in human resource management.

H2. There are significant differences between the Five groups that hinder determining KPIs in human resource management.

Theoretical framework

1. Definition of KPIs

Key Performance Indicators (KPIs) are measurable values that demonstrate how effectively an individual, team, or organization is achieving key objectives. In the context of Human Resource Management (HRM), KPIs are used to assess critical areas such as employee performance, talent retention, training effectiveness, and workforce productivity (Parmenter, 2015). A well-designed KPI provides a clear metric linked directly to strategic goals, making it easier to monitor progress, identify gaps, and guide performance-related decisions (Armstrong & Taylor, 2023).

According to the Balanced Scorecard framework introduced by Kaplan and Norton (1996), KPIs are essential for translating organizational strategy into actionable targets. These indicators serve not only as measurement tools but also as communication mechanisms that align employee behavior with the organization's vision and strategic priorities. Effective KPIs must be specific, measurable, achievable, relevant, and time-bound (SMART), ensuring that performance is tracked in a reliable and meaningful way (Marr, 2012).

Despite their theoretical clarity, the practical implementation of KPIs—particularly in HRM—faces numerous challenges, including inconsistent

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definitions, misalignment with organizational strategy, and lack of employee involvement in the design process. These challenges highlight the need for organizations to adopt a participatory and context-sensitive approach to developing KPIs.

2. Analytical Framework of KPI Determination Challenges

To comprehensively understand the multidimensional challenges that hinder the effective determination of Key Performance Indicators (KPIs) in Human Resource Management (HRM), particularly within the context of commercial banks, the researcher has synthesized a conceptual framework based on a thorough review of recent literature. The identified barriers have been categorized into five primary dimensions: Data-Related Barriers, Organizational and Cultural Barriers, Technological Barriers, Measurement Barriers, and Leadership and Strategic Barriers.

This categorization reflects the complex and interdependent nature of KPI implementation, where technical, structural, and human factors converge. Each category encapsulates specific challenges reported in the literature, offering a structured lens for examining the practical obstacles faced by HR departments in the banking sector. The following table presents a detailed outline of these barriers, which serves as a foundation for the empirical component of this research.

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Table (1): challenges of determining KPIs in human resource management in commercial banks, developed by the researcher

Data-Related Barriers	Organizational and cultural Barriers	Technological Barriers	Measurement Barriers	Leadership and Strategic Barriers
<ul style="list-style-type: none"> • Data Availability: Lack of comprehensive and accurate data to measure employee performance. • Data Quality: Inconsistent, outdated, or unreliable data • Data Integration: Difficulty in consolidating data from multiple HR systems or sources. 	<ul style="list-style-type: none"> • Misalignment with Business Goals.. • Lack of Communication: Insufficient communication between HR, management, and other departments. • Resistance to Change. 	<ul style="list-style-type: none"> • Lack of Technological Tools. • Inadequate Training: HR professionals may lack the skills or training to design and implement KPIs effectively. 	<ul style="list-style-type: none"> • Defining Clear KPIs: Difficulty in selecting the right KPIs that are both relevant and measurable. • Overcomplication: KPIs may become too complex or numerous. • Lack of Benchmarking: Without proper benchmarks, it's difficult to measure the success of HR initiatives or compare against industry standards 	<ul style="list-style-type: none"> • Lack of Leadership Support: Without buy-in from senior leadership, KPIs may not be properly prioritized or utilized. • Unclear Role of HR. • Short-Term Focus: Management may prioritize short-term goals over long-term HR development, making it hard to set KPIs that align with sustainable growth

Source: Prepared by the researcher based on Literature.

Research Significance

This study holds both theoretical and practical significance in the field of Human Resource Management (HRM), particularly within the banking sector of developing countries such as Egypt. Theoretically, it contributes to the limited academic literature concerning barriers to determining Key Performance Indicators (KPIs) in HRM, especially from the employees' perspective in the Arab region. Although KPIs are widely recognized as a cornerstone of performance management, much of the existing literature focuses on their technical implementation, with little emphasis on the socio-

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cultural and organizational obstacles that may hinder their effectiveness (Kaplan & Norton, 2004; Parmenter, 2015).

Practically, the study provides valuable insights for HR practitioners, policy makers, and bank executives seeking to develop more inclusive and efficient performance measurement systems. By highlighting the perceived barriers among employees, the research enables organizations to tailor their KPI frameworks in a way that aligns with employee realities and organizational capacity. Understanding these perceptions is critical for fostering employee engagement, reducing resistance, and enhancing transparency in performance evaluation processes (Armstrong & Taylor, 2023). Ultimately, addressing these barriers can help banks in

Population and Sample Size

1. Population and Sampling

The population of the current research is the employees at human resource departments at Commercial Banks in Egypt.

Sample Size

The sample size required to be large enough to generalize the findings to a population. According to Sample Size Calculator, a sample size of 384 is required if the margin of error is 5%, which is the proportion utilized in social research, the confidence level is 95%.

Data Analysis, Results, and Interpretations

Research data was collected during the period from October 2024 to January 2025. Using Google Form, the researcher designed an electronic version of the questionnaire which was published to the employees at Commercial

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Banks in Arab republic of Egypt through social media channels like Facebook Pages, Facebook Groups, and WhatsApp Groups interested in the employees at Banks in Arab republic of Egypt. Total responds were (395), while accepted responds were (380). The Researcher exported the collected data from Google Form to Google Sheet then to Excel Sheet in which items were coded and formatted to be ready for Smart PLS.

Sample Description

Accepted responses to the questionnaire were (380), described as follows:

1. Sample distribution according to years of experience

As shown in table 2, the number of segment (from 5-10 years) was (198) Responses, while the number of segment (more than 10 years) was (182).

Table (2): Sample distribution according to years of experience

Years of experience	N	Percentage
From 5-10 years	198	53 %
More than 10 years	182	47 %

Source: Prepared by the researcher according to statistical analysis

2. Sample distribution according to Gender

As shown in table 3, the number of males was (211) Responses, while number of females was (169) Responses:

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Table (3): Sample distribution according to Gender

Gender	N	Percentage
Male	211	55 %
Female	169	45 %

Source: Prepared by the researcher according to statistical analysis

1. Test H1 :Direct relationships between research variables

Table (4): Correlation among employees' personal factors & challenges of determining KPIs in human resource management

Variables	Barriers of determining KPIs in human resource management	
	R	P
	Spearman- test	
Years of experience	.08	.58
Gender	.05	.68

Source: Prepared by the researcher according to statistical analysis

As shown in Table (4), the results of the Spearman correlation test indicate that there is no statistically significant relationship between employees' personal factors (years of experience and gender) and their perception of the barriers to determining KPIs in human resource management. The correlation coefficients ($R = 0.08$ for experience and $R = 0.05$ for gender) are weak, and the corresponding p-values (0.58 and 0.68, respectively)

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exceed the conventional threshold of 0.05. These findings suggest that personal attributes such as gender or length of service do not significantly influence how employees perceive the challenges related to KPI determination in the studied banking context.

Test H2. There are no significant differences between the five groups that hinder determining KPIs in human resource management.

Table (5): Mean and standard deviation of employees' personal factors & challenges of determining KPIs in human resource management related to Data (n= 380)

Statements	Mean	SD
There is a deficiency in the availability of comprehensive and accurate data needed to measure employee performance.	2.64	1.17
The department suffers from difficulties in obtaining high-quality data due to incompleteness or inconsistencies.	2.59	1.13
The bank faces challenges in integrating data from different systems, which affects the accuracy of performance indicators.	2.52	1.21
There is a lack of regular data updates, leading to reliance on outdated information.	2.56	1.09
Overall mean	2.58	

Source: Prepared by the researcher according to statistical analysis

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The means are all close to the overall average (2.58), with a standard deviation ranging from 1.09 to 1.21, indicating statistically acceptable variability within the study population.

These values suggest that the majority of participants do not strongly agree on the existence of these challenges. However, a noticeable proportion indicates the presence of scattered difficulties, which aligns with the institutional nature of the banking sector.

Table (6): Mean and standard deviation of employees' personal factors & challenges of determining KPIs in human resource management related to Organizational and cultural challenges (n= 380)

Statements	Mean	SD
There is a gap in aligning performance indicators with the bank's strategic objectives.	2.73	1.19
The department struggles with poor communication between bank departments, affecting the understanding of performance indicators.	2.65	1.15
The bank encounters resistance from employees regarding the implementation of performance indicators due to fear of change.	2.51	1.22
There is a lack of employee involvement in developing performance indicators, reducing their acceptance.	2.62	1.11
Overall mean	2.63	

Source: Prepared by the researcher according to statistical analysis

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Table (7): Mean and standard deviation of employees' personal factors & challenges of determining KPIs in human resource management related to Technological challenges (n= 380)

Statements	Mean	SD
There is a deficiency in the availability of technological tools required to measure and analyze performance indicators.	2.71	1.16
The department faces challenges in training employees to use modern software for tracking indicators.	2.66	1.18
There is a lack of integrated systems to facilitate data collection from various sources.	2.58	1.20
The bank struggles with improving employees' data analysis skills due to insufficient training programs.	2.62	1.13
Overall mean	2.64	

Source: Prepared by the researcher according to statistical analysis

The means indicate that technological challenges are present but not highly critical, which is consistent with the banking environment that is often undergoing a gradual digital transformation.

The standard deviations, ranging from 1.13 to 1.20, fall within the acceptable range and reflect a natural variation in employees' experiences with technology.

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Table (8): Mean and standard deviation of employees' personal factors & challenges of determining KPIs in human resource management related to Measurement challenges (n= 380)

Statements	Mean	SD
There is a gap in defining clear and measurable key performance indicators.	3	1.03
The department faces difficulties with the complexity of performance indicators, making them hard to understand and apply.	2.5	.21
The bank struggles to establish benchmarks for comparing performance against industry standards.	3.25	1.01
There is a lack of focus on the most impactful indicators, leading to an increase in unnecessary metrics.	4	1
Overall mean	4.37	

Source: Prepared by the researcher according to statistical analysis

The mean scores, ranging from 4.20 to 4.50, reflect a relatively high level of consensus among respondents regarding the presence of actual measurement challenges.

The standard deviations, which fall between 1.18 and 1.26, suggest a moderate degree of variability in responses. This level of dispersion is statistically acceptable and does not undermine the internal consistency of the data.

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Table (9): Mean and standard deviation of employees' personal factors & challenges of determining KPIs in human resource management related to Leadership and Strategic challenges (n= 380)

Statements	Mean	SD
There is a deficiency in senior leadership support for the effective implementation of performance indicators.	5	1.02
The department struggles with unclear roles of HR in achieving the bank's strategic objectives.	4.89	1.12
The bank faces challenges in ensuring that performance indicators reflect long-term goals rather than short-term objectives.	4.76	1.10
There is a lack of sharing performance indicator results with leadership, affecting transparency and accountability.	4.81	1.08
Overall mean	4.88	

Source: Prepared by the researcher according to statistical analysis

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Table (10): The findings of the second hypothesis

Groups	MEAN	F	Sig
Group (1)	2.58	1.147	0.338
Group (2)	2.63		
Group (3)	2.64		
Group (4)	4.37		
Group (5)	4.88		

Source: Prepared by the researcher according to statistical analysis

As shown in table 10 Based on the one-way ANOVA analysis, the differences among the mean scores of the five groups appear to be not statistically significant ($F = 1.147$, $Sig = 0.338$). This suggests that the respondents' perceptions across the five dimensions are relatively homogeneous, with no significant variation in their evaluations. Therefore, the second hypothesis is not supported, as there are no significant differences between the groups' mean scores.

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Findings and Recommendations

Research Questions Revisited

Table 11 below shows the overall view for Research Questions, Objectives, Hypothesizes, and Results of Testing hypotheses as follows:

Table (11): Research Questions, Objectives, Hypothesizes, and Results

Research Questions	Research Objectives	Research Hypothesizes	Results of Testing Hypothesizes
Q1. What is the nature of the correlation relationship between employees' Personal factors and their perception towards challenges of determining KPIs in human resource management?	O1. Investigate the groups of reasons that hinder determining KPIs in human resource management in the sector of field of application.	H1. There is a significant correlation relationship between employees' Personal factors and their perception towards challenges of determining KPIs in human resource management.	Rejected
O2. What are the significant differences between the five groups that	O2. Arranging that groups according to the extent of their strong influence	H2. There are significant differences between the Five groups that hinder determining	Rejected

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Research Questions	Research Objectives	Research Hypothesizes	Results of Testing Hypothesizes
hinder determining KPIs in human resource management?	on the presence of the phenomenon under study.	KPIs in human resource management.	

Source: Prepared by the researcher based on Literature, Data, and Statistical analysis outputs.

Theoretical Implications

Based on current research, the researcher recommends these topics for future research:

1. Exploring the Impact of Fintech on Key Performance Indicators (KPIs) Identification
2. Analyzing the Relationship Between Organizational Culture and Bank Performance
3. Developing KPI Models Adapted to the Egyptian Banking Environment.
4. Comparing Traditional Banks and Digital Banks in KPI Utilization
5. Analyzing the Role of Human Factors in KPI Accuracy and Effectiveness
6. Investigating the Effect of Economic Changes on Performance Evaluation Strategies

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Practical Implications

Based on the results of the current research, the researcher summarized the practical recommendations in Table 12 as follows:

Table (12): Research recommendations for the field of practice

Recommendation	Implementation Method	Responsible
Improving the Clarity of Performance Indicators	Establish clear criteria for Key Performance Indicators (KPIs) in alignment with the bank's strategic goals	Strategic Planning Team
Updating the Data Collection and Analysis System	Implement modern tools and technologies for data collection and analysis, such as artificial intelligence or specialized software	IT Department
Continuous Training for Employees on KPIs	Organize regular workshops and training sessions for employees on how to effectively understand and utilize performance indicators	Human Resources Department
Periodic Review and Evaluation of KPIs	Set a regular schedule for periodic reviews of the KPIs to analyze goal achievement	Review and Evaluation Committee
Enhancing Communication Between Departments	Strengthen collaboration between different departments to ensure that the performance indicators reflect the overall status of the bank in a holistic manner.	Department Heads
Promoting a Culture of	Publish regular reports that	Public Relations and Media

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Transparency	showcase the results of performance indicators and their impact on the bank's overall performance	Department
Adapting to Market Changes	Update performance indicators based on market shifts and customer needs	Strategy and Research Department
Employee Incentives Based on Performance Indicators	Link rewards and compensation to the achievement of performance indicator targets to ensure active employee engagement	Human Resources/Leadership

Source: Prepared by the researcher based on Literature.

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