

ISSN 2827-8151 (Online)
SRAWUNG: Journal of Social Sciences and Humanities

<https://journal.ifpublisher.com/index.php/jssh>

Vol. 4, Issue 1, (2025)

doi.org/10.56943/jssh.v4i1.693

Performance Management Practice in the Workplace: A Qualitative Studies Based on Comparative Model Theories and Literature Reviews

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ABSTRACT

Performance management is among the research topics that has been continuously studied throughout the global academic institutions. It is the major area of concerns by both public and private organizations since it entirely linked to the organizational productivities and the expected standard goals. Performance management is tied to the strategy of the organization leadership and has a strong impact on the entire organizational performance. In view of this, the purpose of this study is to identify relevant factors that promote the higher employee performance in different industries. In this literature study, factors such as job satisfaction, job commitment, and job engagement will be deeply reviewed and further proved if they are the key factors to enhance the job performance in an organization. The study is conducted using qualitative methods based on previous recent publications and reports by both public and private industries. In addition, three models of motivational theories such as equity, expectancy, and two-factor theory are employed in this study. The findings from these comparative studies from previous researches and corporate report show that the four factors have been found its alignment between each other. Job satisfaction leads to job commitment, job commitment leads to higher job engagement, and higher job engagement leads to higher employee performance. The absence of one factor will definitely lead to the absence of another.

Keywords: Job Commitment, Job Engagement, Job Performance, Performance Management, Job Satisfaction

INTRODUCTION

Many companies conduct annual or quarterly performance reviews of their employees to pinpoint areas that need improvement and to encourage sustained success in areas where performance is either on par with or better than expected. Employee performance refers to the degree to which an individual fulfills their duties and responsibilities from their job (*What Is Employee Performance?*, 2024). Performance is crucial to a business's success since it boosts employee morale, profitability, and overall productivity, according to the same publication (*What Is Employee Performance?*, 2024). By regularly assessing employee performance, businesses may identify areas for improvement, provide learning and development opportunities, and ensure that everyone is working toward the same goals.

A successful workplace requires a healthy dose of job satisfaction, which affects both employers and employees (*Job Satisfaction: Impact on Employee's Performance*, 2024). It encourages emotions of fulfillment and pleasure in workers that come from a variety of aspects of the workplace, including the work environment, connections with coworkers and management, chances for advancement, and pay. An individual's performance directly affects their level of satisfaction, which in turn affects their relationships with clients and may even have an effect on earnings.

During working hours, when we are happy and involved, we often go above and beyond what is expected of us and make valuable contributions to the organization (*Job Satisfaction: Impact on Employee's Performance*, 2024). On the other hand, our productivity will decline and we will start to feel detached from our job when we find ourselves in circumstances where we are unhappy in our roles. Employee motivation affects productivity because motivated employees continuously provide high-quality work and perform better. Management may boost productivity inside their companies by using strategies that keep employees engaged, committed to the organization's mission, and motivated to do their best job (Tenney, 2024a).

Workers' degree of involvement with their job, company, and coworkers has a big impact on their overall satisfaction and experience. Employee enthusiasm and productivity increase, and they go above and beyond what is expected of them (Osborne & Hammoud, 2017). Their own mental health at work is automatically impacted, and it benefits everyone in the area, including clients and coworkers. Employee engagement improves organizational culture, increases productivity, reduces attrition, fortifies relationships with customers and coworkers, and affects profitability. Furthermore, your most devoted workers end up being your biggest supporters (Saxena & Srivastava, 2015).

Numerous business studies shown that a variety of management-related factors contribute to workers' departures from their companies. The inability of human resources to carry out operational tasks and responsibilities is a known truth

that causes organizational performance to lag. It is important for management to understand that people require challenges in order to grow professionally. At the same time, workers want to feel appreciated, inspired, and promoted. They also never stop looking for a better management relationship and a chance to grow in their careers.

Everyone will be more motivated in a company culture where management understands and prioritizes the needs of the workers, tries to understand them, and meets specific requirements that improve work-life balance and quality of work life. Furthermore, it is often acknowledged that a company with no clear direction or objective is seeing an increase in employee turnover. They are not sufficiently motivated, which is the result. Employee commitment and engagement decline, employee satisfaction declines, and performance eventually declines. The results or productivity of an organization's workforce continue to be the ultimate goal set by its management. Therefore, employee satisfaction must be the first step upon which a firm embarks on its results-oriented path. Either intrinsic or extrinsic motivation propels people to dedicate themselves to their roles, duties, and responsibilities when they are content with their work. These dedication and involvement undoubtedly result in standard performance or even above management's expectations.

LITERATURE REVIEW

Job Satisfaction

The word "job satisfaction" is wide and can mean different things to different people. Although the precise nature of the relationship between motivation and work satisfaction is unknown, they are often linked. There is a difference between motivation and satisfaction. Job satisfaction is more of an internal state or attitude than anything else. It might, for example, be related with a personal experience of achievement (Ritter et al., 2016). It is a collection of positive feelings that an individual holds toward his or her job. According to research by Abdulkhaliq & Mohammadali (2019); Bakotić (2016); Kampkötter (2017); Platis et al. (2015); Torlak & Kuzey (2019); Yuen et al. (2018), there is a positive and significant relationship between job satisfaction and employee performance. According to Lashbrooke (2023), more than eight out of ten respondents (82%) claimed that being content and involved at work was the main factor influencing their productivity. On the other hand, according to Microsoft's most recent Work Trend Index research, one of the top five workplace productivity barriers is feeling uninspired and having unclear goals.

Successful firms rely on their workforce to execute at a high level. Their personnel need to perform at a high level in order for them to meet their strategic goals and maintain their competitive edge (Mat Desa et al., 2020). According to organizational behavior theorists, it is also crucial to have the right people in the

right jobs (Altmann & Kröll, 2018). The person-job fit is crucial since it establishes the employee's suitability for the position and predicts their level of commitment and productivity (Ermiş et al., 2021).

Robbins et al. (2019) revealed that job satisfaction is also a favorable attitude toward one's employment that arises from an assessment of a wide range of characteristics. Halkos & Bousinakis (2017) argue that a healthy workplace and employee welfare may increase employee satisfaction, whereas dissatisfaction has detrimental effects on the business. In a different research, Sugiarto (2018) discovered a strong correlation between employee performance and job satisfaction.

Job Commitment

Job commitment may be shown in a number of ways, including putting in more time, accepting more responsibility, and being open to learning new abilities in order to further the success of the company. A worker who is really dedicated to their profession is more likely to be engaged, happy with their career, and unlikely to leave (Tenney, 2024b). It is the strong belief in and acceptance of the company's goals and values, the willingness to work hard on behalf of the organization, and the strong desire to stay employed by the organization (Dajani, 2015).

Generally speaking, committed employees perceive a feeling of acceptance, a connection to their company, and an understanding of the goals of the company. These employees have an added advantage in that they are more likely to have a higher work ethic, be proactive in offering help, and be somewhat productive.

People who have high organizational commitment, according to Eliyana et al. (2019), behave well toward their company, have a strong work ethic, are prepared to make sacrifices, and show a high degree of loyalty. As a result, people who have a strong sense of commitment to the company are more likely to be driven to perform well at work. Likewise, S. et al. (2023) have shown that a person's degree of dedication may greatly enhance work output.

Job Engagement

According to Bakker & Oerlemans (2019) job engagement is a measure of an individual's level of involvement in the tasks they must accomplish as part of their employment. Employee engagement and job engagement are terms that are frequently used synonymously. On the other hand, employee engagement pertains to the relationship that an employee has with their organization, while job engagement deals with the employee's relationship with their work on an individual basis (Tisu et al., 2020).

Most studies define job engagement as people's successful involvement and participation in their work that results in a positive effect connected to the job and the working environment (Castellano et al., 2019). Workers who have participated heavily in the business usually have a strong dedication to their jobs. According to

Schooley (2024), employees work harder to get better outcomes when they are part of an organization. Additionally, motivated employees are willing to work long hours and with great effort.

Additionally, Buil et al. (2019) discovered a substantial boost in job performance with job engagement. According to a number of studies, there may be observable performance differences between workers who demonstrate workplace engagement and those who do not. Work engagement offers a special contribution to performance enhancement (Abdulrahman et al., 2022).

Job Performance

The concept of job performance, sometimes known as employee performance, has multiple dimensions. This is because several behaviors and numerous determinants have an impact on employee performance (Alromaihi & Alshomaly, 2017). According to Moonsri (2018), job performance is the capacity of a worker to carry out their duties in a manner that promotes the goals of the organization. Job performance may also be defined as an individual's output in relation to their peers on a variety of job-related behaviors and outcomes (Aeknarajindawat & Jermisittiparsert, 2020). The effectiveness of an employee is determined by the standard and quantity of work they create while doing their assigned tasks. An organization's non-financial and financial results are directly impacted by employee performance (Argyropoulou et al., 2023). Therefore, companies need high-performing employees to achieve their company goals, vision, and purpose as well as to gain a competitive edge (Thevanes & Harikaran, 2020).

From a general perspective, employee performance as a concept that generally refers to whether a person performs his or her job well or not (Laosebikan et al., 2018). Darma & Supriyanto (2017) contended that an employee's performance is indicative of their ability to fulfill the demands of their position. According to Deepalakshmi et al. (2024), employee performance is a notion that illustrates an individual's financial and non-financial outcome and is crucial to the success and performance of the firm. According to Ndulue & Ekechukwu (2016), employee success is specifically determined by an individual's aptitude, effort, and competence in a particular circumstance.

Equity Theory

Table 1. Equity Theory

INPUTS	=	OUTPUTS
- Time - Loyalty - Efforts - Tolerance - Flexibility - Dedication/Sacrifices	Comparison Fairness	- Salary - Recognition - Promotion - Job Security - Flexible working schedules/ Hours - Appreciation

- Commitment - Skills / Experience - Integrity - Trust - Others		
Perception: Under-rewarded >>> Inequity >>> Dissatisfaction : Sufficiently Rewarded >>> Equity >>> Satisfaction		

Source: J. Stacey Adams (1960), reconstructed and simplified by researchers

Equity theory, as proposed by J. Stacey Adams, is a motivation process paradigm. According to this theory, our motivation is influenced by the amount of reward we receive in relation to how much we believe we have contributed. Along with the significance of comparison to others, the theory takes into account the ideas of equality and justice.

People want an equity between their inputs and their outcomes, according to Adams' theory. They want a fair balance between the benefits (rewards) they receive from their job and the inputs (contributions) they make. Likewise, they want the wages that others receive for their labor to be on par with what they would receive for doing the same amount of work.

Expectancy Theory

Table 2. Expectancy Theory

Expectancy Effort	Instrumentality Performance	Valence Rewards
Inputs: - Skills - Delegation - Empowerment - Training and Development - Leadership and Communication	Outputs - Set Standards - Measurement Criteria	Outcomes - Benefits - Promotion - Recognition - Payrise

Source: Victor Harold Vroom (1932), reconstructed and simplified by researchers

The expectancy theory developed by Victor Vroom explains motivation as a process. It says a person's aspirations for the future impact their motivation. Vroom asserts that an individual's motivation is directly impacted by their anticipation that they may achieve positive outcomes via effort (Expectancy), their belief that achieving positive outcomes will result in a reward (Instrumentality), and their perception of the worth of any connected reward (Valence).

Two-Factor Theory

Table 3. Two-Factor Theory

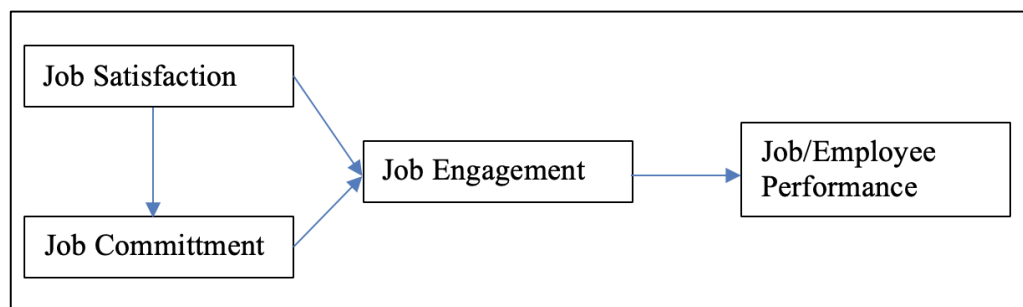
Job Satisfaction		Job Dissatisfaction
Influenced by Motivator Factors	Improving motivators factors increases job satisfaction	Influenced by Hygiene Factors

- Achievement - Recognition - Responsibility - Advancement - Personal Growth - Sense of Importance	Improving the hygiene factors decrease job dissatisfaction	- Working Condition - Co-worker relations - Policies and Rules - Base Wages, Salary
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Source: Frederick Herzberg (1964), reconstructed and simplified by researchers

According to the Two-Factor Theory of Motivation developed by Frederick Herzberg, a number of factors influence both job satisfaction and dissatisfaction. "Motivator factors-Job Satisfaction" are components that, when present, have the ability to make individuals happy or content at work. In addition, "hygiene factors-Job Dissatisfaction" whose absence might lead to individuals being uncomfortable or unsatisfied at work. Enhancing the working environment requires a balance between these two factors, even if they are not mutually exclusive. When the motivation factor is improved, job satisfaction increases. As the hygiene factor improves, job dissatisfaction also decreases.

Figure 1. Model of Study



Source: Proposed by Researchers

RESEARCH METHODOLOGY

Qualitative descriptive research is adopted in this study. Findings from previous studies by published reports, articles, and documents have been used to discuss and conclude. Articles relevant to job satisfaction, job commitment, job engagement, and job performance were collected to further study to make sure each result from these previous researches give clear paths to the objectives of this study. Comparative findings from different published sources were carefully and thoughtfully studied to measure the relationship and correlation among these four factors: job satisfaction, job commitment, job engagement, and job performance. In addition, three key theories of motivation have been included to support the findings: Equity Theory (J. Stacey Adams, 1960), Expectancy Theory (Victor Harold Vroom, 1932), and Two-Factor Theory (Frederick Herzberg, 1964). Each theory was summarized to align with the findings of various studies that have been used in this study.

RESULT AND DISCUSSION

Job Satisfaction and Job Commitment

It is accepted that job satisfaction is the key factors leading to other outcomes and outputs. However, the causes of this satisfactions derive from several factors. According to Frederick Herzberg (1964), his two factor-theory: hygiene factor and motivation factor. Employee's achievement recognition, sense of values and importance provided to employees, appropriate responsibilities assigned, creating more challenging work, and positive working environment make the employees positively satisfied with their jobs. And this satisfaction leads to a stronger job commitment, which is a key component of any successful company. It goes beyond mere job satisfaction to include a stronger emotional and psychological connection between a person and their organization. In today's fast-paced, competitive business environment, organizations recognize the need of cultivating a committed staff (*What Is Employee Commitment?*, 2024).

Job Satisfaction and Job Engagement

One of the most important factors in a company's overall effectiveness is employee engagement. Workers that are passionate about what they do are more productive than those who are not. This is a result of engaged workers having a strong sense of purpose and dedication to their work. They are emotionally invested in their profession, and this emotional connection motivates them to provide their best effort. They are not just there to make ends meet.

There is a substantial correlation between job satisfaction and employee engagement. It's nearly hard to have engaged employees without having satisfied employees since job satisfaction is a requirement for employee engagement. Increased sales and profits for a company have been associated with high levels of employee engagement. Engaged workers are more inclined to stick with their positions and promote the goods and services of the organization. Engaged workers also have higher happiness levels and are more likely to participate in new projects (*4 Ways Job Satisfaction Impacts Employee Engagement*, 2025).

The emotional bond that an employee has with the organization affects their commitment and sense of belonging. A person is more likely to exhibit higher degrees of loyalty when they are more engaged. Thus, a person's sense of pride has no bearing on their level of job satisfaction. Instead, the satisfaction of doing what they love fuels it. An engaged employee does not necessarily have to be a contented one. Both employee engagement and job satisfaction must be maintained in order to improve business outcomes (Medhi, 2024).

Job Commitment and Job Engagement

Work engagement and commitment are tightly associated. High levels of engagement are frequently exhibited by workers who are very committed to the company (Yalabik et al., 2015). Workers who exhibit a high degree of affective

commitment to the company are better able to identify the strategic objectives and code of conduct of the company and are more willing to contribute their knowledge, abilities, and accomplishments to the organization's development. These factors all contribute to increased employee engagement in a variety of ways. Their strong commitment to maintain an exchange relationship with the organization motivates them to work hard and even sacrifice their free time in order to demonstrate their high devotion to it (Mercurio, 2015).

According to Khalid et al. (2015), if the business is also focusing on the career development of its employees, career-focused workers may get highly involved with it and likely improve their willingness to stay with the organizations. Employees that participate in career-related activities typically get favorable results. Additionally, when chances for ongoing learning are offered, the level of commitment increases (Schultheiss et al., 2023). High employee satisfaction is associated with job engagement and job commitment inside the company. Higher profitability, productivity, employee retention, and an overall improvement in the working environment for staff are all correlated with better business success (Bhat, 2023).

Job Engagement and Employee Performance

Engagement among employees has a direct influence on the main business results of a firm. It helps create a workforce that is driven, skilled, and adaptable and ready to take on challenges. In addition, a contented and involved staff enhances a company's reputation and draws in additional prospective employees, (Stone, 2024). According to *Global Indicator: Employee Engagement* (2024), employee engagement is the level of participation and enthusiasm that workers have for their jobs and workplace. Engaged employees are innovative and constantly striving for improvement. Production levels rise as a result of their capacity to collaborate and have a pleasant attitude at work, which helps them achieve their objectives more successfully.

CONCLUSION

According to these empirical studies, several aspects of organizational motivation policies and practices contribute to job satisfaction. The organizational commitment is the result of this initial stage. Both non-financial and financial incentives should be effective, both theoretically and practically. The sense of value and importance that employees receive from the company, the distinct roles and responsibilities assigned to each employee, the acknowledgment of their accomplishments, the development of positive relations within the company, career advancement, and personal development are all examples of typical job motivation. These are the cornerstones of motivating employees. Additionally, working conditions, base pay, and policies should all be favorably promoted and taken care of.

It's also important to keep in mind that workers anticipate differences between their inputs and outputs. Everyone feels that they should receive comparable rewards in the form of praise, promotions, and recognition for their time, devotion, tolerance, trust, flexibility, and expertise. Additionally, if they feel underappreciated, they view it as unfair, which makes them unhappy at work. However, it is seen as equality that results in job satisfaction if their contribution is adequately compensated.

When employee involvement increases, their presence, contributions at work are all noticeably rising. Their job satisfaction is the reason behind this. Everyone will be more dedicated to their work, putting in more time and effort to fulfill their roles, responsibilities, and tasks. Consequently, the results, outputs, and overall performances will either meet or surpass the organization's expectations.

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