



ACHIEVING THE INFLUENCES OF JOB CHARACTERISTICS, LEADERSHIP AND MOTIVATION ON INDIVIDUAL PERFORMANCE: A REVIEW OF INTERNATIONAL SCIENTIFIC ARTICLES

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Abstract

The present paper reviews current practices concerning individual performance management systems. This paper presents a method to conduct a systematic literature review (SLR). The paper's central theme is to present a conceptual framework encompassing a range of organizations' overall issues relevant to the influence of job characteristics, leadership and motivation on individual performance. The framework provides a foundation for organizing the existing and growing literature on international competition and 'creating a map of the field'. The chosen articles can be used for both teaching and future research. However, more importantly, they are most beneficial for leaders and managers in organizations by providing different perspectives for management success.

Keywords: Individual Performance, Job Characteristics, Leadership, Motivation,

INTRODUCTION

Many factors are relevant when it comes to achieving business success, yet people's performance has been seen as a critical issue. To increase the performance of employees, the researchers highlight three notable elements that influence individual performances, namely job characteristics, leadership, and motivation. Individual work performance is measurable employee behaviours that contribute to organizational goals (Viswesvaran & Ones, 2000). Thus, individual work performance is a latent construct of multiple dimensions that can be measured by the indicators of these dimensions (Viswesvaran, 2002). These dimensions are task performance, compliance performance, contextual performance, and counterproductive behaviour at work (Koopmans et al., 2011).

Job characteristics are models that identify five dimensions of work content that include variation in skills, task identities, task significance, autonomy, and feedback that psychologically affect meaningful experience, responsibility, and knowledge. This statement is supported by the opinion of Robbins (2009), who revealed that job characteristics are the five dimensions of work content, including skill variation, task identities, task significance, autonomy, and feedback. In an integrative work design approach, job characteristics are listed in detail under four groups: task (task identity, task significance, feedback, autonomy), knowledge (job complexity, skill variety), social (interdependence, feedback from others, support from society) physical (work conditions, ergonomics, workload), and additional (workday cycles, time pressure) job characteristics (Grant et al., 2009). The importance of the dimensions of the job characteristics model is also subject to change (Oldham

& Hackman, 2010).

A particular interest for researchers on leadership is how a leader can effectively influence subordinates to accomplish their goals (Jost, 2012). According to Reid & Hubbell (2005), leaders should be able to communicate well, engage their team and learn the strengths and preferences of the people who work in their group. Parry (2002) presents leadership as a competitive advantage. According to his findings, effective leadership consistently positively impacts some financial and other organizational performance measures.

Cerasoli, Nicklin, and Ford (2014) defined motivation as a meaningful construct central to the workplace. Thus, adequately motivating employees is challenging as it has what it takes to define employee satisfaction in the workplace. Some studies have been devoted to the link between motivation and its constituent factors and employee performance in different organizations. In exploring further on this connection, Mifflin (1995) delved into the fundamental meaning of the word “motivation” and pointed out that it is a Latin word which means to move. Therefore, moving people's behaviour in an organization is near impossible unless certain incentives trigger such a move.

The subject of this article is to review the literature on the conceptual framework encompassing a range of organizations' overall issues relevant to individual performance. As the individual employee contributes to improving the organization's performance (Van Emmerik, 2008), an individual performance management system must be in place that helps them understand their role in achieving strategic objectives. Among the themes, it is possible to emphasize “Achieving individual performance management practices.”

This paper explores the various techniques organizations employ to monitor and assess the performance of individual employees. Following this, a comparison is provided with three articles that are seen as a relatively new yet positive development within individual performance management practices. Furthermore therefore, in order to fill such a gap, the purpose of our study is to identify and characterize the studies from the previous writings cited in the abstract and attempt to develop an understanding the individual performance management practices, which is especially a critical activity for companies.

THEORETICAL BASIS

Individual performance management systems and its implementation

As the individual employee contributes to improving the organization's performance (Van Emmerik, 2008), an individual performance management system must be in place that helps them understand their role in achieving strategic objectives. McCarthy and Garavan (2001) suggest that employees must receive constant support and feedback on their performance and have opportunities to gain more expertise in their roles through learning and development programs. They add that performance management can only be successful if each section manager truly understands how to

motivate and provide adequate learning and development resources; so that each employee or section can be sufficiently measured by the success of their direct reports, not simply by business results.

The setting surrounding behaviour, for example, what people say and do that is praised or criticized over time, can also help support patterns of success. The level of success an organization experiences in applying the elements of performance management originates in the capability of its staff to serve stakeholder needs, meet objectives, and create a culture where the focus is aimed at building long-lasting habits of success (McCarthy & Garavan, 2001). Monitoring overall organizational performance allows for the effective delivery of operational and strategic goals. Previous research has shown a distinct correlation between applying performance management models or systems and enhanced organizational results (Kennerly & Neely, 2003; McNamara andMong, 2005).

Employee involvement is a critical component of any successful performance management system. The individual employee must play a prominent role in the design phase of any performance management system, as they are most aware of what measures must be taken in order to ensure the alignment of the system with the organization's strategic goals (Greasley, Bryman, Dainty, Price, Soetanto, and King, 2005; De Jong and DenHartog, 2007). Greasley et al. (2005) add that empowerment of individuals must not be limited to senior management or individual departments but be extended to every single employee in the organization. Each individual or team must contribute and, in return, own the performance management system.

Van Emmerik (2008) also believes that a critical component of successful performance management implementation is that performers gain excellence in their performance. It is achieved by developing strong high-performance habits that can be applied across similar or different areas for effective problem-solving and work habits. Regardless of the task, the goal at the individual level is to produce work of a high standard and to establish a real sense of pride in their work (Chauvel & Despres, 2002). An integral component of adopting performance management practices within an organization is ensuring that these methods successfully motivate the individual employee in some areas, including improving employee engagement, as they must see how their contribution directly affects the organization's high-level goals (Mcbain, 2007). Furthermore, each individual's job description must be intrinsically linked to strategic objectives to facilitate this situation. Organizational performance is directly associated with individual performance and, therefore, must be managed effectively.

METHOD

A systematic review of literature has been carried out as an appropriate methodology in order to produce a reliable knowledge inventory, according to what is proposed by Tranfield et al. (2003). Several authors have used systematic literature reviews to conduct their research; for example,

Crossan and Apaydin (2010) proposed synthesizing several perspectives through an integral multidimensional framework on organizational innovation.

For this research, the search process is limited to published literature obtained from electronic sources, mainly databases of scientific data. The search engines used were Science Direct and Google Scholar. The keywords used are leadership and individual performance. The articles reviewed are in the area of individual performance management systems. This research reviewed three publications from which those formulated journals made major contributions. First ‘Employee motivation and job performance: a study of basic school teachers in Ghana’, which appeared in the Future Business Journal of Springer published in 2021, Second ‘Job Characteristics’ Causal Effects on Individual Job Performance Perceptions and Mediating Role of Job Satisfaction’, which appeared in Eurasian Journal of Business and Economics published in 2021, and Third ‘The influence of Leadership and Payment for Performance on Individual Performance’, which appeared in the Journal of Applied Leadership and Management published in 2017.

RESULTS AND DISCUSSION

In this session, we present the outcomes related to the theme “individual performance management systems” based on analyzing and identifying the characteristics of the three chosen articles. Regarding the articles reviewed herein, we describe the submitted search results, as shown in Table 1.

Table 1. Summary of Three Articles

Author (Year)	Objectives of Research	Theoretical Framework	Method and Participants	Key Findings
Zebral and Laura (2017)	identifying and offering a solution - based on scientific evidence for companies, focusing on leadership tasks, motivation and key factors of pay-for- performance schemes.	leadership and payment for performance	Empirical study using survey of 112 Brazilian participants from different companies.	Productive leadership Influences individual performance of employees more than pay-for-per- performance schemes.

Forson, et al. (2021)	examining the relationship between job motivation factors and performance among basic school teachers in Ghana.	job motivation factors and performance	quantitative approach using multiple regression and ANOVA with a sample of 254 teachers	The study revealed compensation package, job design and environment and performance management system to be positively significant factors in explaining teachers' motivation in the municipality.
Kaya and Demirer (2021)	revealing the dimensions of job characteristics' causal effects on the dimensions of job performance perception and the mediating role of extrinsic and intrinsic job satisfaction in this relationship.	Job characteristics, Job performance	This project Employs Exploratory And confirmatory Factor analyses. 472 employees Randomly chosen from five private and public hospitals in Turkey.	Findings revealed that skill variety and friendship has a positive causal effect on compliance and task performance.

DISCUSSION

The authors selected research articles from the field for review and analysis. The methods were thorough. Our intent was to integrate the findings that had already been reported into a single article that could be the starting point for future research.

Pinheiro Zebral and Laura (2017), in their article entitled 'Employee motivation and job performance: a study of basic school teachers in Ghana', revealed that productive leadership influences the individual performance of employees more than pay-for-per-formance schemes. The research objectives of Zebral and Laura (2017) stated that it focuses on identifying and offering a solution based on scientific evidence for companies, focusing on leadership tasks, motivation and key factors of pay-for-performance schemes. Their empirical study uses a survey of 112 Brazilian participants from different companies. To sum up, the challenge of this study is to provide solutions

for many companies that try to identify innovative strategies directly linked to improving organizational performance, especially Brazilian firms or multinational companies that have business in Brazil. The objective was to provide a scientific study based on recent and relevant findings in the global literature, focused on the most important pillars of individual performance: leadership, payment systems and motivation of employees.

Joseph et al. (2021), in their article entitled ‘The influence of Leadership and Payment for Performance on Individual Performance’, found that compensation package, job design and environment and performance management system to be positively significant factors in explaining teacher’s motivation in the municipality. These job motivation factors were significant predictors of job performance. Their project examined various autonomous and controlled motivational factors and their relationship to performance among basic school teachers in the Effutu Municipality of Ghana. A conceptual model was developed with the necessary hypotheses formulated. Using multiple regression and one-way analysis of variance (ANOVA), the causal effect, as shown in the model, was also tested.

Moreover, the paper examines the link between motivation factors and performance among basic school teachers in Ghana. Data for this study were collected from primary. Primary data were sourced from the field of study through questionnaire administration. The researchers sought permission from the municipal directorate of education to engage with teachers within the municipality. Written permission was granted, and questionnaires were administered to all basic school teachers in the municipality.

Metin Kaya and Halil Demirer (2021), in their study entitled ‘Job Characteristics’ Causal Effects on Individual Job Performance Perceptions and Mediating Role of Job Satisfaction’, revealed that skill variety and friendship have a positive causal effect on compliance and task performance. Friendship, skill variety, and autonomy have a positive causal effect on job satisfaction. Internal job satisfaction has a positive causal influence on compliance, contextual, and task performance. Friendship, skill variety, and autonomy's causal effects on compliance, contextual, and task performance are mediated by intrinsic and extrinsic job satisfaction. This study aims to reveal the dimensions of job characteristics' causal effects on job performance perception and the mediating role of extrinsic and intrinsic job satisfaction in this relationship. All the variables are examined for individual-organization interaction at the individual level. Primary research data were gathered using a structured questionnaire that included valid and reliable scales: Job Characteristics Inventory, Minnesota Job Satisfaction Questionnaire, and The Job performance quality scale. The study sample consists of 472 employees randomly chosen from five private and public hospitals in Turkey. Exploratory and confirmatory factor analyses are used for factor validation. Path analysis and bootstrap analyses are used to detect direct and mediating effects on a path model.

Several variables can be used in line with the chosen themes: job characteristics, leadership

and motivation on individual performance. The reasons are as follows, first, The job characteristics model illustrates a work redesign in which enriched job characteristics are tested to lead to positive performance outcomes. In this regard, Parker et al. (2017) stated that the Job characteristics model provides recommendations on how to enrich jobs in organizations best. This statement is supported by the opinion of Robbins (2009), who revealed that job characteristics are the five dimensions of work content, including skill variation, task identities, task significance, autonomy, and feedback.

Second, employees in an organization. Employees are an organization's most important asset and a strategic instrument for market competition. Mathur (2015) stated that employee plays a very important role in service delivery, and employees can provide an edge of superior quality deliverance. Therefore, effective organizations recognize that their employees have value, much like the organization's physical and capital assets have value.

Third, at its core, leadership is important. As Anderson and Sun (2017) stated, leadership is one of the most discussed topics in literature across different industries and sciences. Jost (2012) also stated that a particular interest for researchers on leadership is how a leader can influence subordinates to accomplish their goals effectively. According to Reid and Hubbell (2005), leaders should be able to communicate well, engage their team and learn the strengths and preferences of the people who work in their group. Parry (2002) presents leadership as a competitive advantage. According to his findings, effective leadership consistently positively impacts some financial and other organizational performance measures.

From those three cited articles regarding job characteristics, leadership and motivation on individual performance, there are similarities in their concepts, namely individual performance management systems. In this regard, there is a consensus that the role of the individual is central to the overall performance of any organization and how individual performances are managed and evaluated can significantly impact overall organizational success. Furthermore, the researchers figured out, as noticed by Van Emmerik (2008), as the individual employee contributes to improving the performance of the organization, it is essential that an individual performance management system is in place that helps them understand their role in achieving strategic objectives. McCarthy and Garavan (2001) suggest that employees must receive constant support and feedback on their performance and have opportunities to gain more expertise through learning and development programs. They add that performance management can only be successful if each section manager truly understands how to motivate and provide adequate learning and development resources so that each employee or section can be sufficiently measured by the success of their direct reports, not simply by business results.

One study found that productive leadership influences the individual performance of employees more than pay-for-performance schemes. In this regard, the research implications suggest that leadership plays a very important role in an organization, and it has been proven that if leadership is not productive, it will affect the performance of individual employees.

Another study demonstrated that the compensation package, job design and environment and performance management system were significant factors in determining teachers' motivation in the municipality. Thus, these findings suggest that these motivation factors were significant predictors of job performance when regressed at decomposed and aggregated levels.

The last chosen study, regardless of the job characteristics, confirmed job characteristics' direct influence on job performance evaluation and supported similar findings of previous empirical studies. The descriptive findings of the study provided insights into the correlations among job characteristics, job satisfaction, and job performance perception. The results indicated that skill variety has a direct positive impact on compliance performance and task performance. Autonomy had a direct positive effect on extrinsic job satisfaction. Hence, the impact of the formulated findings on the field of study suggests that employees with autonomous jobs have more extrinsic job satisfaction. Skill variety had a direct positive effect on intrinsic job satisfaction. This finding suggested that when the employees perceive their job as more enriched, their intrinsic job satisfaction will be higher.

CONCLUSION

Based on results obtained in this line of research, this review has summarised and critically reviewed three formulated articles published by the Journal of Applied Leadership and Management, Future Business Journal by Springer, and the Eurasian Journal of Business and Economics. The structure, accessibility, content, strengths and limitations of the article were analyzed and critiqued along with the included tables. The authors and journals are credible, accurate and current. The articles' information is accessible, well-structured, relevant and presented objectively.

By way of conclusion, as the articles described the implementation of individual performance management systems for organizing framework, the provided tables and diagrams clearly display and outline its framework. For example, when the authors were describing the suggested model: the influence of Leadership and Pay for Performance Programs on individual working performance (article 1), A Conceptual model of the relationship between Motivation and Teachers' Performance (article 2), and measurement model on Job satisfaction and job performance perception (Article 3) thus allowing the readers to see the correlations. Those research-based papers are also stable as resources. The articles have contributed to the literature in terms of their valuable critique of current research studies on existing and growing literature on international competition, and the implications provide possibilities for future research in this field. The articles have contributed to a better understanding amongst the community organization of the advantages and disadvantages of implementing individual performance management systems.

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