



ISSN:1991-8178

## Australian Journal of Basic and Applied Sciences

Journal home page: www.ajbasweb.com



### Job Performance: A Theoretical Review of Organizational, Individual and Job Characteristics Factors

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#### ARTICLE INFO

##### Article history:

Received 10 October 2015

Accepted 30 November 2015

Available online 31 December 2015

##### Keywords:

Job performance, organizational factor, individual factor, job characteristics factor

#### ABSTRACT

As the job performance and quality of work has been increasing in recent years due to changing work environment and globalization, organizations are trying their best to increase employees' job performance in order to improve the overall organizational objective and success. An employee should have the capability to cope with the demanding of changes in the work environment. As such, the demand for effective employees continuously increases in both private and public organizations. This paper draws on the literatures of organizational, individual and job characteristics. These three factors have been considered a decisive factor for effective job performance among employees. There is an agreement in the literature that job performance has been influenced by many factors but only few studies separately focusing on these three factors. Analysis of the literature reveal the combination of organizational, individual and job characteristics become most important factors that need to be concerned for achieving and increasing employees' job performances. Based on these gaps, the authors construct a conceptual model for job performances. This conceptual model will provide an integrated understanding that organizational, individual and job characteristics have direct effects on job performance.

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**To Cite This Article:** Roziyana Jafri, Dr. Tan Yao Sua and Assoc. Prof. Dr. Sa'ari Ahmad., Job Performance: A Theoretical Review of Organizational, Individual and Job Characteristics Factors. *Aust. J. Basic & Appl. Sci.*, 9(37): 90-96, 2015

#### INTRODUCTION

The purpose of this paper is to contribute to the body of knowledge and practice related to human resource management and practices by highlighting organizational, individual and job characteristics factors which are assumed to influence job performance. A few past researchers have tried to explain the factors of organizational, individual and job characteristics in employee's success and performance (Caligiuri, 2000; Ones and Viswesvaran, 1997) but due to insufficient conceptual and theoretical understanding, the role of organizational, individual and job characteristics factors is not clear and gaps still exist. There exists a substantial amount of research on antecedents and outcomes of employees' job performance. Job performance is considered one of the most important constructs in human resource studies and become an important issue that attracted researchers and professional (Koopman *et al.*, 2011). Much of these studies focused separately on independent relationships, such as organizational and performance or individual and performance (Abdul

Rashid *et al.*, 2003). Only a handful looked into identifying precise relationships between organizational, individual and job characteristics to job performance and the application of such findings to the organizations.

The success of the organization depends on the employee productivity and performance. Thus, organization need the individuals that well trained and have the ability to compete nationally (Faridahwati *et al.*, 2006). Due to the importance of construct in human resource management, job performance can be the key indicator of the effectiveness and boost the reputation for the organization. This raises the question of what exactly influenced employee job performance. Therefore, the main objective of this paper is to examine what are the major factors that will influence the employee job performance in today's human resource practices.

#### Job Performance:

Job performance refers to the behaviour, accessible actions and outcomes that employees engage in or bring about that are contribute and linked to organizational goals (Viswesvaran and

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Ones, 2000). Cleveland *et al.* (1989) also defined that job performance is the set of behaviours that are relevant to the goals of the organization in which is employee works. Job performance is function of the amount of time and effort that employees devoted for their job (Harrison and Shaffer, 2005). According to Viswesvaran (2002), job performance is an abstract and latent construct that cannot be measured directly.

Job performance is completion of ordinary working efficiency and the ability of employees to undertake the responsibilities and accomplish it. Basically, job performance is the accomplishments made and outcomes achieved at work. Job performance indicates that employee keeping up plans while aiming for the results. The job performance as mention by Cardy and Dobbins (1996) are described as work outcomes that related to task performance, such as quality or quality of work or task done. According to Edwards *et al.* (2008), when an employee is satisfied with his or her job and the organization, the employees will perform well to accomplish the initial tasks and the employees most likely will reciprocate by voluntarily assisting or helping their colleagues.

In organizational management, one particular outcome variable of interest to organizations is employees' job performance (Heather *et al.*, 2012). Preko and Adjety (2013) stated that achieving high employee job performance had become the key objective of most organizations in this competitive in business atmosphere as employee job performance will determine the organization's performance and success. According to Kamdar and Ang *et al.* (2007) notes that job performance as employee behaviours that transform the inputs into outputs that are produced by the organization. They also defined job performance as employee behaviours that serve and act as maintenance in assuring efficient functioning of the organization. The behaviours, however, must be those that are relevant to the objectives of the organization (Campbell *et al.*, 1990).

It is important for the organizations to have information on its employee job performance. Job performance is acknowledged as the most significant element in industrial and organizational research (Borman, 2004). This is due to the fact that job performance is the main indicator that establishes an organization's performance, success and level of achievement. Nevertheless, this will enable such organization to realize whether they are making improvement and achieving the goals. It also enables organization adjust quickly with a view of bringing improvement to their productivity and quality of services for organizational growth and success. In general perspective, Campbell *et al.* (1990) conceptualized job performance as visible activities of employees which are related to the organization's goals and mission. Human resource management should plan and implement better practices to lead

and manage human capital to achieve the organizational goals.

Some studies such as Fay and Sonnentag (2002) and Zacher *et al.* (2010) has defined job performance plays a vital role in an organization's growth and influences the organization's performance. Hanif and Abdullah (2013) argued that job performance among employees' changes regularly as performance deals with employee behaviour and organizational management. Brown and Leigh (1996) and Shaffer *et al.* (2006) have highlighted many factors that influence employee job performance such as organizational, individual and job characteristics. Lauver and Kristof (2001) argued that the relationship between organizational, individual and job characteristic and job performance is complex and not clearly understood. Meanwhile, Claus *et al.* (2011) pointed out that organizational, individual and job characteristics and job performance are logically linked but this linkage has a lack of empirical proofs. Although, employees' job performance become most action that to be more concern in performance management but the performance of an employee largely depends on the organizational, individual and job characteristics.

### **Factors Influencing Job Performance**

#### **Organizational:**

In terms of organizational reform, human resource management strategies need to focus on improving the roles and increase the number of high quality employees for the overall job performance (Vathanophas and Thai-ngam, 2007). For organizations' perspective not all actions are categorized as performance only actions which are relevant and can be measured for organizational value and goals are considered as performance. The organizational elements that are predicted to have important impact on job performance include: culture; environment; administration; appreciation; workplace relationship; and facilities.

According to Jaskyte and Dressler (2005), organizational culture is generally seen as a set of key values, understandings and norms that is shared by members of an organization. Organizational cultures have contributed towards employee job performance (Lee and Kamarul Zaman, 2008). An employee can be more effective in their current job and realize their best potentials, when there is a match between the employee's performance and the organizational culture. This has significant implications in performance, development, motivation and retention of employees (Shadur *et al.*, 1999). In other words, employees in the same organization display the same behavior as they share the same values, norms and beliefs. The unique part of an organizational culture is that every organization has its own culture that differentiates it from other organizations. Thus, organization should be more

focused on independent relationships that are culture and job performance (Abdul Rashid *et al.*, 2003).

Organizational environment become important aspects for employee as a variation for the level of satisfaction and achievement that could impact negatively or positively in their work. An effective and comfort organizational environment enables employees to work positively. According to Bakker and Demerouti (2007), organizational environment such as temperature, lighting, cleanliness, flexible working time and sufficient resources are part of the desired working conditions and become priorities for most employees. As organizational environment has greater impact in job performance, Carlson *et al.* (2011) stated that organizational environment has directly impact employees' affective experiences and that affective experience comprises both productivity and performance. Robbins and Judge (2009) also support that organizational environment affect job satisfaction and thus improve their job performance.

On the other hand, job performance is closely related to the prevention of frustration and low job performance among employees. Employees will be more dedicated and perform better if they are satisfied with the organizational administration. Organizational administration refers to organization's management and structure (Mowday, 1982). There is substantial evidence demonstrating that employees' perceptions of organizational administration can influence their performance in the workplace (Kossek *et al.*, 2001). Therefore, organization should concern with employees' perceptions of how fairly they are treated by the organization (Hai-jiang *et al.*, 2015).

Job performance and appreciation are related life outcomes. Brunstein and Maier (2005) have developed a theoretical framework for predicting how and under which circumstances appreciation effect on employee job performance. Trope (1986) in his studies identifies individual with high appreciation motivation seeks to improve their abilities and performance. The positive perception of an employee about appreciation might help him or her to build better commitment and understanding with organizational which further improves their job performance.

Harter *et al.* (2003) classifies that strong workplace relationship help employee's motive to initiate the social activities and interactions that relate to their job. Employees need to build the deep relationships with others they desire in making more comfortable workplace. Kellert *et al.* (2006) and Wrzesniewski *et al.* (2003) note that organization that high workplace relationship influences performance in their work. They pointed out that possessing certain workplace relationship will explain how well the employee is suitable for the given task.

An employee more prefer and wanted organization that provides and offer good physical

facilities. Employees would react particularly well to fair facilities and particularly badly to unfair facilities (Kausto *et al.*, 2005). There is growing evidence from field studies supporting the proposition that employees make a greater use of facilities to react in performance of their job (Thau *et al.*, 2007).

#### **Individual:**

Individual factor and results are the driving force for job performance. Individual factor refers to individual differences in character, feeling and behaviour. It is the sum of ways in which an employee reacts and interacts with the colleague. Researchers have highlighted many individual elements and argued that these elements played an important role in employee success and job performance. As far as the researcher perspective is concerned, Koopmans *et al.* (2011) explains job performance is multidimensional and should be defined in terms of individuals' elements rather than results. The performance of an individual changes by the time spent on a specific job and as a result of learning (Lim *et al.*, 2012). Furthermore, Caligiuri (2000) pointed out that an employee having these elements may have the ability to build good professional relationships, get promoted, achieve goals, perform better and so forth. Elements of the individual factors are described by his or her: individual value; self competence; career enhancement; and emotion.

An employee has different value such as critical thinking, attitude towards work, expectations of success and motivation. Individual value is defined as a positive and affective of fulfillment that is characterized by dedication to the job (Schaufeli and Salanova, 2007). Borman and Motowidlo (1997) have stated that the value of an individual can be distinct from his or her job performance over time in the workplace. An employee that has great value will strongly involve in work and also being fully concentrated in work.

An employee has different strengths and weaknesses in terms of self competence. Some maybe high in performing tasks or certain activities but some may not perform well. Self competence can be shown to differentiate significantly between effective and ineffective performers or between superior and average performers (Vathanophas *et al.*, 2007). Kurz and Bartram (2002) and Woodruffe (1993) suggest self competence can be described as a set of characteristic patterns that bring employee to perform its tasks and deliver the desired results and outcomes. From the management point of view, the self competence plays a role because an employee is absolutely different in terms of their abilities and capabilities. This is why organization wants to know how employee using their self competence in performs their works.

With the rapid changes in the organizational structure and planning, career enhancement

becoming factor influence job performance. In the current study, Mohd Awang *et al.* (2015) investigate career enhancement as a job resource that can boost employee well-being and performance. It is important to seek effective strategies to help employees get promotions for their career enhancement (Hai-jiang *et al.*, 2015). Better career enhancement make employee may stay longer and more productive in their work and perform well.

Emotion plays a vital role in employees' job performance in an organization. Emotions are intense feelings that are directed at someone or something which have an object that triggers them. According to Sarah *et al.* (2014), emotions are believed to be more fleeting than moods. That intense feeling may pass very quickly, maybe in a few seconds or minutes. Emotion can be a valid predictor of job performance (Lim *et al.*, 2012) and some studies such as Barrick *et al.* (2005) classifies that emotion of the employee do influence job performance. Emotion enables the employees to go *et along*, to find meaning and to achieve goals. Emotions help employees to effectively handle problematic situations at the workplace. It showed that employee which is high in positive emotionality like to engage in social activity and more focused on their work and performance (Mayer *et al.*, 2008). Therefore, emotional stability might help an employee tolerate and to face the task differences, go *et along* with their colleague and achieve better job performance.

#### **Job Characteristics:**

Many studies have revealed that the level of job characteristics and managerial support affect job performance. Organizations use job characteristic techniques to improve their employees' job performances such as job tasks, job rotation and work life program. Job task, role of supervisor and the amount of feedback received about job performance influence whether an employee has high or low work commitment. According to Locke (1976), the job characteristic factors, i.e., job task, role of supervisor and feedback have shown to influence employees' performances.

Locke (1976) stated that job task has been found to influence the employees' job performances. When employees find that their job load match with their position and eligibility, this will increase job performance because the employees are more satisfied and tend to perform better (Lawler and Porter, 1967). The organization have to make the nature of the job tasks assigned to the employees to be more interesting and it turns lead to their satisfaction and job performance. Nevertheless, the employees get pleasure from job task and strive to work in those organizations that provide balance and ideal job task. The employees feel they are making differentiation and where most employees in the organization are proficient and pulling together to move the organization forward. It's very important to

recognize the emerging needs of employees to keep them committed and provide the job task as impose.

Hackman and Oldham (1976) introduced job characteristics theory to explain conditions in the role of supervisor which employees would be intrinsically motivated when performing a job. The good role of supervisor can encourage positive work attitudes and increase work quality by enhancing job performance. The role of supervisor in this paper means that the suggestion and surveillance that the supervisors give to their assistant to help them to execute a better job (Robbins *et al.*, 2009). The role of supervisor includes the manner of the employees when they oversee them. According to Faridahwati *et al.* (2003) had stated supervisor is first and foremost an overseer whose main responsibility is to ensure that a team of subordinates get out the assigned amount of production, when they are supposed to do and within acceptable levels of quality and cost. Besides that a supervisor is responsible for the productivity and actions of a small group of employees.

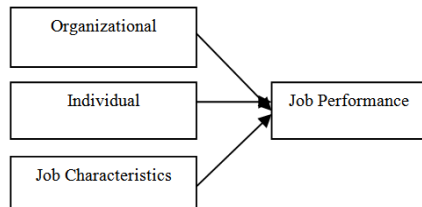
Feedback is the process through which managers or supervisors share performance appraisal information with their subordinates. Performance feedbacks give an employee an opportunity to reflect on their own performance. Then, they can develop with subordinates, plans for the future. Feedback is considered one of the top performance factors for employees (Hackman and Lawler, 1971). The amount of feedback received influence job performance (Mathieu and Zajac, 1990). Feedback about performance of their work provides an important guide for employees to direct their way that are needed to deal with such a job task (Sarah *et al.*, 2014). This is the extent to which clear and direct information is provided to the employees in an evaluation of his or her performance. Performance feedback encourages high levels of employee motivation and performance. Gareth and Jennifer (2008) observe that performance feedback can provide both good and poor performers with insight on their strengths and weaknesses. It lets good performer know that their efforts are valued and appreciated. At the same time, it also lets poor performers know that their lackluster performance needs improvement. It is the ways in which employees can improve their performance in the future.

#### **A Conceptual Model:**

Based on the existing literature review, the factors of organizational, individual and job characteristics that influencing job performance among the employees and be summed up by the below conceptual model:

The model suggested here attempts to examine in a comprehensive manner factors that influence job performance among the employees. Four key variables had been identified as the factors that influence the job performance. The basic premise of

this conceptual model is that factors of organizational, individual and job characteristics are viewed as independent variables meanwhile job performance as the dependent variable which is influenced by job performance among employees. Each of the factors included in the model has a strong bearing on job performance. It is hoped that this model will integrate the various implications and findings on the factors and job performance relationship.



**Fig. 1:** Factors Influencing Job Performance.

### Conclusion:

The importance of an employee's contribution to the organization success cannot be overstated. It not only affects the employee, but the team and the organization. It is the responsibility of organization to provide the planning and the strategies that will position the employees to be successful. It is also the responsibility of employees to work as collective team. And also it is the responsibility of an employee to adapt and embrace the collaborative workplace.

To build an effective and high performer employee, an organization needs to establish strong organizational practices in which employees can reflect upon and analyze their work with others. An organization should encourage the resolution of any conflict through healthy and willingly and openly negotiate necessary changes.

This paper shows that organization, individual and job characteristics influence employees' job performances. There appears to be a sustained job performance affected by these three factors. Since organizational, individual and job characteristics have become a critical factor for better job performance, researchers need to pay attention to the conceptualization and operationalization of the factors. Even though a few researchers have tried to relate these factors with employees' job performance, conflicting arguments about job performance construct have led to poor conceptualization.

Moreover, this paper conceptualizes that organizational, individual and job characteristics factor relate with employee job performance and the conceptualizing the influence between each form of factor and job performance will develop the understanding how each type of factor improves employees' job performance.

Thus, this study is an effort to improve our understanding about the factors of organizational, individual and job characteristics. With the advent of globalization in recent years, greater knowledge of

the relationship of these factors specifically can be beneficial for current theory as well as beneficial for practicing leaders and decision makers. This paper invites researchers to empirically test each conceptual factor to further explain the role of organizational, individual and job characteristics factor in employees' job performance.

Therefore, an organization must develop a performance evaluation and system that consistently matches the employees' job performances. Meanwhile, at the same time this evaluation and system should be equally applied to all employees. It is hoped that this review will provide a step forward in reaching consensus on the conceptualization of employees' job performances.

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