



CREATING A HIGH-PERFORMANCE WORKPLACE BY THE DETERMINATION OF IMPORTANCE OF JOB SATISFACTION, EMPLOYEE ENGAGEMENT, AND LEADERSHIP

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Abstract

This research study outlines the objectives and methodology of a research article focusing on employee engagement, motivation, job satisfaction, performance, and leadership. Review and synthesize existing literature on the aforementioned variables. Investigate the relationship between these variables through a literature review. Provide an overview of the findings, focusing on the evidence of exposure between the variables. Identify factors that contribute to employee performance, specifically focusing on leadership, motivation, job satisfaction, and engagement. The article conducts a literature review to gather existing research on the chosen variables. The findings of the reviewed studies are analyzed to identify relationships between the variables. The article presents an overview of these relationships and their implications for employee performance. The research identifies a number of factors that influence the "evidence of exposure" within the matrix of variables. The article emphasizes the importance of leadership, motivation, job satisfaction, and engagement in improving employee performance. Overall, the article aims to contribute to the understanding of the complex interplay between various factors that influence employee performance.

Keywords: Employee engagement, Motivation, Job satisfaction, Performance, Leadership

Introduction

In essence, companies and organizations require resources to succeed. These resources can be categorized into various types, including human, natural, scientific, technological, and financial. Among these, human resources are arguably the most crucial component of any business or organization. As they carry out their assigned responsibilities, people manage other resources necessary for the business's survival. Employers, therefore, have a responsibility to monitor their employees' performance, as they are valuable assets whose work contributes to the company's achievement of its objectives. Failure to maintain or manage employee performance can lead to non-compliance and performance deviations, which can hinder the organization's progress towards its goals. Consequently, employers strive to ensure that their employees perform at the highest possible level when carrying out their duties.

An employee's performance can be measured by the actions they take to improve a company or organization's operations. Employees play a critical role in a company's success or failure. Due to this significance, the organization must monitor each employee's performance to determine whether they have fulfilled their assigned responsibilities. If the employee's performance is satisfactory, the employer will use this evaluation to decide whether to continue their employment. The concept of performance measurement aims to gauge an employee's capacity for work. Various factors can impact an employee's



performance, including leadership style, motivation, job satisfaction, and employee engagement. Analyzing performance trends reveals the outcomes of employee performance.

An employee's performance is the outcome of their activity, which stems from both practical experience and formal education. This achievement is greatly enhanced by the availability of various operations and business management training programs. While operations development and business leadership training can significantly improve outcomes, it remains the responsibility of every leader to plan for and build capabilities in technical areas. This aims to enhance ideas and strategies. Leaders need to strive to complete the tasks or duties assigned to them in order to perform well. An employee's performance directly influences their contribution to the company. Every job has specific job dimensions or criteria that list the most crucial components of the role.

Organizations and agencies must consider employee engagement a cornerstone for strengthening weaknesses and enhancing strengths to boost employee productivity and development, and, consequently, improve the performance of every agency employee.

Employee performance can be measured using several components, often based on the following indicators:

- **Work quality:** This is determined by the employee's evaluation of their performance in terms of both task completion and quality, considering their skills and talents (Elnaga & Imran, 2013).
- **Quantity:** This refers to the number of pieces or the amount of work completed in a specific manner, such as timely completion of assigned tasks (Gersick, 1989).
- **Efficiency:** This is the degree of precision achieved with the most measurable and optimal utilization of resources, including human, financial, technological, and raw materials (Chan, 2003).
- **Independence:** This refers to the extent to which an employee's capacity for independent work upholds agency responsibilities and job obligations (Maryani et al., 2021).

Theoretical Review

Leaders must be aware of their team members' diverse strengths and weaknesses to meet goals for raising employee performance (De Jong & Den Hartog, 2007). Abdelwahed et al., (2022) and Abdelwahed et al., (2022) argued that businesses need to be able to develop and enhance performance within their communities. While many factors influence a company's performance, one of the most crucial is its human capital. This is because human resources are the key players at every stage of an organization or business, from planning to evaluation, where they utilize other resources. Iqbal et al. (2021) and Mushtaque et al. (2021) stated that having high-quality human resources can enhance both a company's competitiveness and performance. Therefore, empowering human resources is essential to achieve organizational goals and objectives.

Jamaludin (2017) found that corporate decline could be linked to employees' inability to perform their jobs and duties satisfactorily due to ineffective management. In such cases, managers fail to set a good example or effectively organize, manage, control, and plan tasks. Therefore, learning about leadership styles is crucial (Rahayu et al., 2013). One of the key aspects contributing to an organization's long-term success is its ability to measure personnel assets and utilize that information to ensure performance meets current needs and continually improves over time (Riyanto et al., 2021; Wahyuni et al., 2020).

According to Hardiansyah et al. (2019), several employee performance indicators fall into the following categories:

- **Job Quality:** High-quality work is essential for a business to thrive in competitive



environments. Excellent job outcomes also reflect the organization's quality of service and product management.

- **Quantity Output:** This indicator demonstrates the organization's ability to manage its resources and achieve its goals by measuring how effectively objectives have been met.
- **Time Efficiency:** This indicator focuses on the working schedule that is considered most productive and efficient across all management levels. Employees utilize working time as the foundation to complete assigned tasks.
- **Collaboration:** Effective collaboration serves as a roadmap for the organization to achieve its predetermined goals. It fosters trust among diverse stakeholders, both directly and indirectly associated with the organization.

Methodology

This article aims to review and synthesize existing research on employee performance. By examining the mediating role of motivation, it will help readers better understand how job satisfaction, employee engagement, and leadership influence employee performance. To identify factors that contribute to increased performance, the article reviews literature from books, research journals, other information sources, mass media, electronic media, and relevant websites. This analysis can assist people managers in considering strategies to enhance employee performance within their organizational environment and provide the theoretical foundation for future research in this domain.

This article analyzes the concept of employee performance, clearly defining the elements that contribute to improved performance and the role organizational business procedures play in fostering employee motivation. The research employed a literature review methodology to gather information and data by reviewing existing papers relevant to the topic. Qualitative data analysis procedures utilized inductive reasoning patterns. This analysis process involved content analysis techniques, including: a stage of full description to understand the nature, qualities, and substance of the data and its context; and a conclusion drawn through theoretical interpretation and inductive reasoning.

Results and Discussions

Human resources are the most significant factor in achieving corporate objectives. This is because a business's human capital is crucial for maintaining and developing its operations. In today's globalized and competitive world, businesses need to operate with greater effectiveness and efficiency. The quality of a company's employees or collaborators is the most critical factor determining its growth. High levels of employee performance are essential for generating professional human resources. Improved employee performance helps businesses stay competitive in the global market by boosting overall productivity. Strong performance that showcases an employee's abilities leads to optimal results. Employee performance is commonly defined as an individual's ability to successfully complete a task or as the outcome of their efforts to achieve work objectives through a specific assignment (Putra & Ali, 2022). In essence, employee performance is the degree to which specific activities are completed with the desired outcomes.

Company performance is the degree to which results are achieved to meet organizational goals. Therefore, an employee's performance can be defined as their ability to fulfill job requirements effectively and efficiently, ensuring that objectives are aligned with the company's values and ethics and accomplished on time or within the allocated timeframe. According to Andhika Putra et al. (2020), good performance is the outcome of work that can be evaluated by individuals or groups within an organization, according to their respective roles and responsibilities, in a way that is ethical, legal, and compliant with organizational goals. Managers have a significant influence on employee performance



motivation because employees often require inspiration from their leaders. Motivated employees typically understand how to achieve company objectives effectively and efficiently (Chauhan et al., 2019; Paais & Pattiruhu, 2020).

According to Selvarajan et al. (2018), the ultimate goal of performance reviews should be to inspire employees to raise their level of performance. This is because performance reviews have the potential to stimulate employees to enhance their work output or performance (Putra & Ali, 2022). In an organization, it is the responsibility of leaders to inform their subordinates on what needs to be done, how well they are doing it, and how to address subpar performance in order to boost motivation among employees.

In 2021, González-González and García-Almeida argued that the creation of fair and open procedures for encouraging, gathering, and assessing employee ideas is the main prerequisite for the success of employee-driven innovation. Managers play a crucial role in raising employee engagement and performance (Martín-Beltrán et al., 2017). Organizations that believe in fostering positive and constructive behavior should provide learning opportunities to motivate employees to improve their work performance.

Cultural norms and practices are accepted by all members of an organization (Nguyen et al., 2020). People within an organization often refer to their organizational culture (Martínez-Caro et al., 2020; Sokro, 2012). When employees are engaged with the organization, a positive work environment can be established. Employee participation in task execution can increase job satisfaction and strengthen their sense of loyalty to the company (Advani, 2015).

Transformational leadership is a highly resilient organizational component or process. Meanwhile, leaders must set an example for others by utilizing the four "selves" to build relationships and serve as advisors, coaches, and motivators (Eliyana et al., 2019). Since a leader sets an example for others to follow, a supportive work environment can produce leaders who can inspire others and reduce levels of employee disengagement (Pahrudin et al., 2018). High employee turnover rates can be avoided by ensuring job satisfaction, which also strengthens workers' work ethics.

To achieve meaningful performance results, management must promote job satisfaction and employee engagement to boost employee performance (Asif, 2019; Setyawati & Assegaf, 2015). Additionally, managers need to pay attention to staff competencies to realize the greatest performance increases (Aurangzeb et al., 2021; Siswanto & Lestari, 2019). Businesses with high levels of employee engagement experience improved performance. The Gallup Q12 questionnaire can be used to conduct an employee engagement survey and obtain results.

Conclusions and Recommendations

Every business constantly aims to improve employee productivity. Leaders must therefore identify strategies and tactics to increase employee performance. This is crucial because accomplishment fosters a profound sense of satisfaction with the work completed, which empowers us to work more efficiently and produce better outcomes. Performance is essential for the organization of a corporation for several reasons:

- Excellent performance can significantly lower absenteeism and lost time due to employee laziness.
- High performance from workers and employees leads to an increase in output within the allocated timeframes.
- The organization does not benefit from subpar performance. This is because higher levels of employee mental harm and job dissatisfaction are correlated with lower levels of productivity.
- Employees are inherently motivated to work when they perform well. Workers typically resist and do not adjust to lower levels of productivity.



- Good performance can lower the likelihood of accidents, as diligent workers typically take great care in their work and operate according to established protocols.

An employee's performance can be summarized as their ability to execute specific tasks and responsibilities effectively. This ability directly reflects their capacity to fulfil their assigned duties. Therefore, establishing precise and quantifiable performance criteria is crucial. Gathering reference materials through literature review and analyzing existing field data can support this process. Based on their research, the authors offer the following recommendations: 1. Implement key performance indicator (KPI) methodologies to measure employee performance annually. 2. Increased management attention towards employee needs, including explicit training and compensation outlined in written policies, can improve performance. 3. Department heads can enhance employee performance by implementing effective motivational strategies. 4. High employee engagement, which can be determined by surveying all individuals in the organization, is positively correlated with improved employee performance.

Future Directions

This article analyzes the concept of employee performance, clearly defining the elements that contribute to improved performance and the role organizational business processes play in fostering employee motivation. The research employed a literature review methodology to gather information and data by reviewing papers relevant to the topic. Qualitative data analysis procedures utilized inductive reasoning patterns. This analysis process involved content analysis techniques, including, a stage of full description to understand the nature, qualities, and substance of the data and its context. A conclusion drawn through theoretical interpretation and inductive reasoning.

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