

# **A Review of the Driving Factors that affect Job Performance Literature: A Mini-Review Approach**

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## **Abstract**

In the world of globalisation, the most valuable assets of an organisation are human resources. An organisation's success or failure is entirely on the basis of the calibre of the individuals working therein. Organisations will not progress and thrive without constructive and innovative contributions from individuals. Therefore, in order to accomplish an organisation's objectives or activities, they need to recruit people with the expertise, credentials and experience required. The key purpose of an organisation is the effective and efficient management of human resource. For achieving the organisation's goal, the Human Resource (H.R.) department must be developing excellent strategic planning to ensure all of the employees can contribute significantly to the organisation. In line with the most valuable assets (H.R.), the present paper attempts to understand the driving factors affecting job performance literature, including leadership, motivation, personality, job stress and workload collected from the various relevant sources. This research is designed to use a qualitative approach by literature review. The driving factors affecting job performance analyses were carried out by reading and reviewing 30 peer-reviewed journal articles and summarised on the basis of the subject in two tables, namely article journal and publisher distribution, and article category. This study's findings are that leadership, personality, workload, and job stress significantly affect employee work motivation. Also, the variable of employee work motivation has a significant effect on job performance. By following this study's results, we conclude that leadership, personality, workload, and job stress are driving factors that influence employee work motivation. Besides that, we also conclude that employee work motivation indirectly affects employee job performance. Thus, it is not deniable that the moderating variable may be any specific effect in the relationship between leadership, personality, workload, job stress, and employee work motivation toward employee job performance, such as job satisfaction. For future research, we suggest examining the moderating role of job satisfaction on drivers factor of employee performance.

## **Keywords**

Leadership, personality, workload, job stress, job satisfaction, work motivation, job performance, a mini-review approach

## 1. Introduction

In the uncertain business situations, the competition, and unexpected changes in the direction of business are taking place. Thus, the company needs to utilise the role of the human resource department (HRD), human resource information management (HRIM) and human capital management (HCM) optimally. The three human resource management elements have their respective roles and strategies interrelated in developing effective and efficient human resources. For instance, HRD plays a role in term of employment plan strategies, such as budgeting planning, human resource assessment, selection, recruitment, employee recruitment, employee dismissal, employee career development, training, organisational management, performance management, retirement, industrial relationships, and development of human resource systems. Likewise, HRD, the HRIM also plays a significant function in the company. HRM focuses on employee facilitators to support the employee's performance. Fitzsimons (1999) explained that HRD and HRM are different from the concept of HCM. He viewed that human resources are a valuable asset for the company and need to develop to achieve the company goal. HCM focuses on developing skills (human skill), such as training, education, and others. With skilled employees and reliable abilities, the company performance, both financial and human resource performance, will continue to grow to compete with the local and global levels.

In essence, the function of the HRD, HRIM and HCM is to generate employee performance. A study by Hersona and Sidharta (2017) stated leadership, work discipline and employee work motivation are driving factors that influence employee performance. Suwuh (2016) added that leadership is significant in fostering employee motivation and performance. Guterres et al. (2020) identified that employee motivation mediates the relationship between leadership management and employee performance training. Employee performance can build up through personalities, both employee and leader personalities. Ullah et al. (2020) indicated that personality has significantly affected the employee performance. The personality will affect the work motivation and employee performance. Also, the workload is very useful for ensuring the employee has a good performance. However, excessive workload can increase job stress and affect the employee motivation and performance (Srimarut and Mekhum, 2020). The present study is written to understand the driving factors affecting job performance literature, including leadership, motivation, personality, job stress and workload.

## 2. Methodology

This qualitative study uses a mini-review on performance was conducted by reading through and analysing 33 peer-reviewed journal articles. These articles are summarised in the tables below. The first table presents the journal article's information regarding the title, authors, publishers, and publication year. The second table represents the contents of the journal articles, including objectives, findings, and recommendations.

Table 1. Journal and Publisher Distribution

No	Article Name	Author(s)	Journal	Publisher	Year
1	Influence of leadership function, motivation and work discipline on employees' performance.	Hersona, S., & Sidharta, I.	Journal Aplikasi Manajemen	Universitas Brawijaya	2017
2	The influences of leadership style, motivation, and work discipline on employee performance at Bank Sulut KCP Likupang	Suwuh, Meisy.	Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi	Universitas Sam Ratulangi, Manado	2016
3	The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance	Guterres, L. F. D. C., Armanu, A., & Rofiaty, R.,	Management Science Letters	Growing Science	2020
4	Motivational effect of performance management: does leadership matter?	Lee, Hyung-Woo., 2020	Transylvanian Review of Administrative Sciences	The National Research Foundation of Korea	2020

5	The influence of the principal's leadership and work motivation toward the teacher's performance	Lukman, Bukman Lian, Artanti Puspitasari	International Journals of Sciences and High Technologies	IJPSAT (International Journal of Progressive Sciences and Technologies)	2020
6	Watch, share or create: the influence of personality traits and user motivation on TikTok mobile video usage	Bahiyah Omar, Wang Dequan	International Journal of Interactive Mobile Technologies	Universitas Sains, Penang, Malaysia	2020
7	The impact of perceived organisational support and proactive personality on affective commitment: the mediating role of prosocial motivation	Ihsan Ullah, Natasha Saman Elahi, Ghulam Abid, Matti Ullah Butt	Business, Management and Education	VGTU Press	2020
8	The effect of personality characteristics on volunteer motivation: a study on NGO employees in the Covid19 pandemic process	Mine Halis, Zafer Çamlıbel, Aziz Bükey	Revista Argentina	de Clínica Psicológica	2020
9	The big five personality traits as determinants of teachers' achievement motivation	Biljana Mirkovic, Ivana Zecevic, NelaMarinkovic	Research Gate	University of Banja Luka, Bosnia - Herzegovina	2020
10	The effect of the work environment and workload on nurses' motivation in Bhayangkara hospital, south Jakarta in 2018	Yeni Febrianti	International Journal of Economics, Business and Accounting Research	STIE AAS	2018
11	The influence of workload, job satisfaction and work motivation on nurse performance in hospital inpatient installation	Dian Rosyidawati, Noer Bahry Noor, Andi Zulkifli	Journal of Asian Multicultural Research for Social Sciences Study	AMRS	2020
12	The effect of competence and workload on motivation and its impact on the performance of civil servants at the regional secretariat of the regency of dharmasraya	Rita Maijuita Irvan, Heryanto	Archives of Business Research	SSE	2019
13	The moderation effect of innovation trust on the influence of workload pressure and person-job fit toward the lecturer's creativity.	Tri Siwi Agustina, and Bachtiar Rismantono	International Journal of Organizational Innovation	IJOI	2020
14	The influence of workload and co-worker attitude on job satisfaction among employees of pharmaceutical	Thammarak Srimarut, Witthaya Mekhum	A multifaceted review journal in the field of pharmacy	Sys Rev Pharm	2020

	industry in Bangkok, Thailand: the mediating role of training.				
15	Performance, job stress and human capital motivation: a study on employee perspective.	Sri Harini, Lucky Hikmat Maulana, Sudarijati, Dinda Juniarti	International Journal of Scientific & Technology Research	Respiratory Universitas Juanda	2020
16	Work motivation and satisfaction and its impact on lecturer performance.	Hanafiah, Nasrun, Restu	BIRCI Journal	Bircu, Sinta S3	2020
17	Effect of motivation and job stress on employee performance.	Ryani Dhyan Parashakti, Maula Refahla	European Journal of Business and Management	International Knowledge and Sharing Platform	2018
18	public service motivation as a mediator of the relationship between job stress and presenteeism: a cross-sectional study from chinese public hospitals	Jianwei Deng, Yaxin Li, Yangyang Sun, Run Lei and Tianan Yang	Research Articles	Springer Nature	2019
19	The impacts of leadership and culture on work performance in service company and innovative work behavior as mediating effect.	Agus Purwanto, Innocentius Bernarto, Masduki Asbari, Laksmi Mayesti Wijayanti, and Choi Chi Hyun	Journal of Research in Business, Economics, and Education	STIE Kusuma Negara	2020
20	The role of affective leadership in improving firm performance through the integrated internal system and external integration FMCG industry.	Hotlan Siagiana, Kezia Jadeb and Zeplin Jiwa HusadaTarigan	International Journal of Data and Network Science	Growing Science	2020
21	Manage of job stress and measure employee performance in health services	Abdul Haeba Ramli	Business and Entrepreneurial Review	Trisakti	2018
22	Work-related stress and performance of employees in nigerian banking industry: a survey of IKEJA banking distric	Iyiegbuniwe, J. C. & Imoni, R	Unilag Journal of Business	University of Lagos	2020
23	Stress management and employee performance.	Harry Joy	European Journal of Human Resource Management Studies	Open Access Publication	2020
24	Impact of job stress on employee performance.	Sharmilee Bala Murali, Abdul Basit, Zubair Hassan	International Journal of Accounting & Business Management	FTMS Education	2017

25	Job stress and performance nexus in tourism industry: a moderation analysis.	Masood Nawaz Kalyar / Imran Shafique / Bashir Ahmad	Tourism Journal	Original scientific paper	2019
26	The influences of competence and motivation on performance by way of reward as moderating variable (a case study in regional financial management of Bulungan regency administration)	Mochamad Hamzah, Rosidi, Endang Mardiaty	Journal of accounting and business education	Universitas Negeri Malang	2017
27	The influence of motivation on job performance: a case study at University Teknologi Malaysia	Sara Ghaffari, Dr. Ishak Mad Shah, Dr. John Burgoyne, Dr. Mohammad Nazri, 1Jalal Rezk Salleh	Australian Journal of Basic and Applied Sciences	AENSI	2017
28	The effect of work environment and motivation on employee performance of P.T. hasta multi Sejahtera Cikarang	Yuan Badrianto & Muhamad Ekhsan	Journal of Research in Business, Economics, and Education	STIE Kusuma Negara	2019
29	The influence of competence and job characteristics on performance with motivation as mediating variable at regional finance agency of Tegal city	Tristiana Rijanti, Bambang Suko Priyono, Heri Prasetyo Nugroho	International Conference on Entrepreneurship and Business Management	ICEBM	2017
30	Impact of motivation on employee performances: a case study of Karmasangsthan bank limited, Bangladesh	Md. Nurun Nabi, Md. Monirul Islam, Tanvir Mahady Dip, and Md. Abdullah Al Hossain	Arabian Journal of Business and Management Review	Omics International	2017

Besides, after listing the journal and publisher distribution, we report the summary of the article category on the basis of the subject, as seen in Table 2 below:

Table 2. Articles Category Based on the Subject

No	Article Name	Objectives	Findings	Recommendations
1	Influence of leadership function, motivation and work discipline on employees' performance.	To determine and analyse the influence of leadership function, motivation and work discipline on employees' performance	Leadership function, motivation, and work discipline have a significant effect either partially or simultaneously on employee performance.	Future research needs to be supported by every institution's element so that the leadership role can be fully implemented.
2	The influences of leadership style, motivation, and work discipline on	To determine the effect of leadership style, motivation, and discipline on employees' performance	Leadership style and motivation significantly influence employee performance, and	

	employee performance at Bank Sulut KCP Likupang	at the Bank of North Sulawesi sub-branch (KCP) Likupang.	discipline does not significantly impact employee performance.	
3	The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance	To study the role of work motivation in mediating education-training and leadership style on the performance empirically.	Work motivation mediated the influence of leadership style on employee performance, but not for education-training.	
4	Motivational effect of performance management: does leadership matter ?	To examines whether the motivational impact can be enhanced by exerting transformational and transactional leadership.	Leadership makes significant differences in the motivational effect of performance management and transactional leadership. Also, transformational leadership influence worker motivation.	
5	The influence of principal's leadership and work motivation toward teacher's performance	To examine the effect of principal leadership and work motivation on teacher performance.	There is a significant influence jointly between the principal's leadership and work motivation on teacher performance.	
6	Watch, share or create: the influence of personality traits and user motivation on TikTok mobile video usage	To investigate how people use TikTok in terms of consuming, participating and producing behaviours, and examined the role of personality traits and users' motivation.	Users' motivations, e.g. archiving, self-expression, social interaction, and escapism – are significant predictors to TikTok usage behaviours.	Future study can add the sample size due to problems of sample representativeness.
7	The impact of perceived organisational support and proactive personality on affective commitment: the mediating role of prosocial motivation	To examine the effect of perceived organisational support and proactive personality on prosocial motivation.	Perceived organisational support and proactive personality are the drivers of prosocial motivation. Prosocial motivation is positively associated with affective commitment indirectly.	
8	The effect of personality characteristics on volunteer motivation: a study on NGO employees in the Covid19 pandemic process	To determine the effect of personality traits on volunteering motivations of employees.	Personality traits have a significant effect on volunteering motivations of employees.	Future research can examine the direct and indirect effects of compatibility.

9	The big five personality traits as determinants of teachers' achievement motivation	To determine if the Big Five personality traits predict the achievement motive for teachers' work.	Teachers' achievement motive has a significant personal background.	Future research can introduce a time difference between the measurement of predictor and criterion variables.
10	The effect of the work environment and workload on nurses' motivation in Bhayangkara hospital, south Jakarta in 2018	To analyse the effect of the work environment and workload on nurses' motivation.	Work environment and workload had a positive and significant effect on the motivation of nurses.	
11	The influence of workload, job satisfaction and work motivation on nurse performance in hospital inpatient installation	To analyse the effect of workload, job satisfaction and work motivation on the performance of nurses in the inpatient installation	There was an effect of workload on nurses' performance, and there was an effect of job satisfaction on the performance of nurses, there was an effect of work motivation on the performance of nurses.	
12	The effect of competence and workload on motivation and its impact on the performance of civil servants at the regional secretariat of the regency of dharmasraya	To examine the effect of competence and workload on work motivation and its impact on the performance.	The competence and workload had a positive and significant effect on motivation and performance. Motivation mediates between competence on performance.	
13	The moderation effect of innovation trust on the influence of work load pressure and person-job fit toward the lecturers creativity.	To determine the effect of workload pressure and person-job fit on creativity, moderated by innovation trust.	Workload pressure and person-job fit had a positive influence on lecturer creativity.	
14	The influence of workload and co-worker attitude on job satisfaction among employees of pharmaceutical industry in Bangkok, Thailand: the mediating role of training.	To scrutinise the relationship of workload, co-worker attitude on job satisfaction of the employees.	The perceived co-worker positive attitude related to a higher level of job satisfaction.	Future research can collect data from the various organisation following the longitudinal, data collection method. So, future study may integrate more related construct with job satisfaction.
15	Performance, job stress and human capital motivation: a study on employee perspective.	To study the effect of job stress and motivation on employee performance in P.T. Create Mas Indah (PT. KMI) Bogor.	Human capital motivation has positive and significant in performance. Also, job stress has a negative and	

			significant influence on the performance of P.T. KMI Bogor, Indonesia	
16	Work motivation and satisfaction and its impact on lecturer performance.	To investigate the work motivation and satisfaction and its impact on lecturer performance.	Work motivation and job satisfaction have a positive and significant effect on lecturer performance.	
17	Effect of motivation and job stress on employee performance.	To investigate the effect of motivation and job stress on employee performance in PT Telekomunikasi Indonesia, Tbk.	The partial result shows a significant point of two independent variables that support hypotheses.	Future research can examine the related variables, such as motivation, job stress and employee performance.
18	Public service motivation as a mediator of the relationship between job stress and presenteeism: a cross-sectional study from Chinese public hospitals	To explore the relationships between job stress, public service motivation (PSM) and presenteeism and how job stress and PSM influence presenteeism in a large national sample of Chinese healthcare workers.	Job stress is a strong indicator of presenteeism, but few studies have examined its diverse effects and mediators on presenteeism.	
19	The impacts of leadership and culture on work performance in service company and innovative work behaviour as mediating effect.	This study examines transformational leadership and company climate on work performance through innovative work behaviour as mediation by taking a service company in Indonesia.	The result of data analysis is that transformational leadership and corporate culture have positive and significant effects on work performance, both directly and indirectly through mediating innovative work behaviour.	
20	The role of affective leadership in improving firm performance through the integrated internal system and external integration FMCG industry.	To investigate affective leadership's role in firm performance through an internally integrated system and external integration in FMCG companies.	Affective leadership can improve internal system integration, external integration, and firm performance. Internal system integration has an impact on external integration but is not strong enough affecting firm performance.	
21	Manage of job stress and measure employee performance in health services	To observe the work stress experienced and how the risks will arise from organisational commitment and employee performance.	Work stress has a negative and significant impact on organisational commitment; then work stress has a negative and significant impact on employee performance.	

22	Work-related stress and performance of employees in Nigerian banking industry: a survey of IKEJA banking district.	To examine the relationship between work-related stress and performance of employees in Nigerian banking industry.	Work overload, long working hours, and inadequate work-life balance lead to reduced employee performance.	
23	Stress management and employee performance.	To investigate the influence of stress, management, workload, role ambiguity, role conflict, effectiveness, efficiency and commitment on employee performance.	Stress management bears a positive and significant influence on employee performance.	
24	Impact of job stress on employee performance.	To analyses the impact of job stress on employee performance.	Time pressure and role ambiguity have significant and negative influence on employee performance. The other two factors of workload and lack of motivation do not have any significant influence on employee performance	Future research can consider a larger sample and more rigorous analysis, where Amos could be used for structural Equation Modelling.
25	Job stress and performance nexus in tourism industry: a moderation analysis.	To examine the impact of job stress on performance (creativity and in-role performance) of employees working in Pakistan's tourism sector.	The higher level of organisational politics catalyses the detrimental effect of stress on performance.	Future studies can concern employees with a higher level of stress who perform poorly on both creativity and in-role performance.
26	The influences of competence and motivation on performance by way of reward as moderating variable.	To analyse and examine the influences of competence and motivation on the regional finance management performance using regional performance incentive/reward as a moderating variable.	The higher competence and motivation of regional financial managers, the performance will increase.	Future research can re-analyse the influence of Regional Performance Incentive as moderation variable by way of taking into account several other factors.
27	The influence of motivation on job performance: a case study at Universiti Teknologi Malaysia.	Determine the level of motivation and job performance and the relationship between motivational factors and job performance.	The motivational factor for job performance was responsibility, while fringe benefits were the second significant factor.	Future research can include moderating variables such as satisfaction on job performance and productivity.
28	The effect of work environment and motivation on employee performance of P.T.	To analyse and examine the influences of Work environment and motivation are two of the factors that are thought to be relatively large in	The partially and simultaneously work environment and motivation variables influence employees' performance at P.T.	

	hasta multi Sejahtera Cikarang	influencing employee performance at P.T. Hasta Multi Sejahtera.	Hasta Multi Sejahtera Cikarang.	
29	The influence of competence and job characteristics on performance with motivation as mediating variable at regional finance agency of Tegal city	To examine the effect of Competence and job characteristics on performance with motivation as a mediating variable.	Competence and Job characteristics positively significantly influence motivation. Also, competence and Job characteristics positively significantly influence performance. Besides, motivation does not mediate the relationship between Competence and Job characteristics on performance.	
30	Impact of motivation on employee performances: a case study of Karmasangsthan bank limited Bangladesh	To study how motivational tool impact the performance of employee for betterment.	Employees are positively motivated, and it improves both their effectiveness and efficiency drastically for achieving organisational goals.	

### 3. Result and Discussion

On the basis of the mini-review summary, this study identified that leadership, personality, workload, and job stress significantly affect motivation and performance. A shred of evidence from previous studies showed that leadership positively and significantly affects employee motivation. It means that leadership plays an important role in ensuring the employees have an excellent motivation and effect on job performance (Hersona, and Sidharta, 2017; Suwuh, 2016; Guterres et al., 2020; Lee, 2020; and Lukman et al., 2020). Also, the other factor that affects employee performance is employee personality. The employee personality has a significant effect on employee job performance (Omar et al., 2020; Hazrati et al., 2012; Ullah et al., 2020; Halis et al., 2020; and Mirković et al. 2020). Besides that, the other factor is employee workload. Uncontrolled workload will cause boredom, fatigue, and frustration. The employee workload can cause decreasing motivation and impact on employee performance. These findings have reported by Febrianti, (2020), Rosyidawati et al., (2020), Irvan et al., (2019), Agustina et al., (2020), and Srimarut et al., (2020).

Furthermore, the factors that can affect employee motivation and employee performance are job stress. Job stress is driving factors that cause employee discomfort and dissatisfaction, decreasing employee motivation and impact on employee performance. This finding's summarised from Hassan et al., (2020), Harini et al., (2020), Parashakti et al., (2020), Deng, et al., (2019), Ramli, (2019), Iyiegbuniwe and Imoni (2020), Joy (2020), Muraale et al., (2017) and Nawaz et al., (2019). Also, employee motivation is a substantial factor in improving employee performance to achieve company goals. So, the company must pay more attention to employee work motivation because of its the main driver in enhancing employee performance (Hamzah et al., 2017; Ghaffari et al., 2017; Badrianto et al., 2019 and Nurun et al., 2017).

### 4. Conclusion

Human resource management is an important and substantial impact on every aspect of the company's life. It determines the overall employee's performance and affects the company's performance. This study's findings are that leadership, personality, workload, and job stress significantly affect employee work motivation. Also, the variable of employee work motivation has a significant effect on job performance. By following this study's results, we conclude that leadership, personality, workload, and job stress are driving factors that influence employee work motivation. Besides that, we also conclude that employee work motivation indirectly affects employee job performance. Thus, it

is not deniable that the moderating variable may be any specific effect in the relationship between leadership, personality, workload, job stress, and employee work motivation toward employee job performance, such as job satisfaction. For future research, we suggest examining the moderating role of job satisfaction on drivers factor of employee performance.

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## Biographies

**Nunuh** is a PhD student from the Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, Malaysia. Apart from being a lecturer at Trisakti University, Jakarta, Indonesia, he is also a company staff with a career span of about 30 years in the taxation field. He graduated with a bachelor's degree in Economics at a university in Jakarta in 1994 and graduated from master's in management in 2010. At the end of September 2000, he applied for a program PhD in Human Resource Management at Universiti Malaysia Terengganu, Malaysia. He researches the area of developing employee performance methods.

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**Abdul Talib Bon** is a professor of Production and Operations Management in the Faculty of Technology Management and Business at the Universiti Tun Hussein Onn Malaysia since 1999. He has a PhD in Computer Science, which he obtained from the Universite de La Rochelle, France in the year 2008. His doctoral thesis was on topic Process Quality Improvement on Beltline Moulding Manufacturing. He studied Business Administration in the Universiti Kebangsaan Malaysia for which he was awarded the MBA in the year 1998. Bachelor's degree and a diploma in Mechanical Engineering obtained from the Universiti Teknologi Malaysia. He received his postgraduate certificate in Mechatronics and Robotics from Carlisle, United Kingdom in 1997 and published more 150 International Proceedings and International Journals and 8 books. He is a member of MSORSM, IIF, IEOM, IIE, INFORMS, TAM and MIM.