



## **Motivational factors, commitment, satisfaction and its effects to the work performance of employees in the business environment**

**Jesrel S Roña**

Faculty (Teacher I), San Roque National High School, Antipolo City, Philippines

### **Abstract**

Employees are the heart of any business firms and organization, they are the one who complete and make the business to become effective and efficient for the both parties. Most of the organizations under business strive hard to survive, together with the equipped personnel and business strategy, in this volatile and fierce competition in the business industry. Nowadays as the technology move in fast paced where changes occur with just one snap, the needs to adapts with these changes becomes the vital requirement to cope up with new trends in the business world and by that employee's performance in every firms becomes the most crucial basis if the firms meet the demand of the changes happen in the industry. This article will briefly describe how work performance and work satisfaction of the employees affects business firms in meeting the necessity in the industry and what are the different findings from different studies conducted in identifying the relationship between the employee's performance and the business progress and status in the industry. This article will reveal the importance of employee's satisfaction and what are the factors that motivates them to improve perform well in every affiliation that they belong to, towards the attainment of company's goals in providing the needed service in the market environment. Also, this article will show the different finding and solution applied to address the problem with regards to the work performance of the employees towards job productivity, efficiency, and affectivity of individual in the field and how they used it in meeting all the demands and overcome the challenges in the business environment.

**Keywords:** employees, motivational factors, commitment, satisfaction, business environment

### **Introduction**

Work has several definitions however, it is defined as an activity that is to perform a specific task in a given environment social, organizational and production in a given time and for compensation. Job performance is more than just the execution of specific tasks and that it involves a wider array of important organizational activities. Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. To find out the factors which determine job satisfaction and the way it influences productivity in the organization, various studies have been conducted. It is still a prime concern for managers to assess the satisfaction of their employee towards work performance though there is no conclusive evidence that job satisfaction affects productivity directly since productivity depends on so many variables.

An employee, in the workplace, is critically affected by their behaviors. Job performance, decision making skills, team spirit, and leadership and turnover have significant impact to employee's emotions and overall temperament. What employees feel and how they express their emotions affects their performance. Emotions directly influence decision making, creativity and interpersonal relations. One of the most important tools of a firms or organization is motivation. To encourage employees to perform as well as to attract and retain potential candidates, organizations are designing motivation systems that they could use to enhance their business environment performance. Meanwhile, employee engagement is a work place approach where the employees feel attached to their work, motivated to contribute to organizational success, and try to give their

best each day for the success of the company. Moreover, Employee performance often determines the progress of the company that is why assessing their work performance is important to identify if there is a need to improve their work and at the same time to address several issues and problems, if there is, that reflect to their work. In the life of companies and, more exactly, at the workplace, Evaluation plays an important role nowadays. To determine which are the factors of professional success and factors that need to be improved, most companies use advanced techniques of evaluation for their employees that could help them assess those concern.

This article aims to define what employee engagement is and if it has any effects on job performance mediated by employee's satisfaction, it will provide an information that will help the companies and organization to address the factors need to be improve and issues need to be assessed regarding the work performance, commitment, satisfaction, and motivation for the employee and how those factors affects the company's and employee's performance in meeting its goals, and also it will analyzes the effects of emotions on employees' job performance, commitment and satisfaction and investigates the relationship between anger, interest, and trust of an individual in the work place with job performance.

### **Index term**

#### **Motivational factor Leadership style,**

This is a key factor in determining how people feel about the company and how motivated they are. When a company undergoes leadership changes the psychological climate of

the company is altered and in turn, the whole employee performance improves.

### **Organizational climate**

The organizational climate is deliberately created and maintained by management. It largely consists of the way that people treat each other up and down the line. It starts at the top, with leaders who inspire and set the tone for the rest of the organization. These leaders have a significant influence in the overall company culture.

### **Reward system,**

Every work environment is characterized by a reward structure, often differing from employee to employee and from department to department.

### **Structure of the work**

Work that involves communicating, negotiating, and interacting with other people to gain their cooperation to get the job done quickly and well brings out the best energies of the individual. It is exciting and challenging. It is usually highly rewarding as well.

### **Work Commitment**

#### **Affective Commitment**

Refers to one's feelings of loyalty to a company or organization because he or she believes in the organization.

#### **Continuance Commitment**

Refers to an employee feeling that he/she must stay with the company because the costs of leaving are too great. This is manifested by an individual who maintains commitment to the organization because he/she is unable to match salary and/or benefits with another employer.

#### **Normative Commitment**

Of the three types of commitment, normative is the least researched of all of them and refers to the employee that feels that he/she owes it to the employer to stay out of a perceived obligation. These feelings of obligation may come because the employer took a chance on the employee when nobody else would. In turn, the employee feels indebted to the employer

### **Work Satisfaction**

#### **Financial Rewards**

Job satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation she may be receiving. Companies need to have a mechanism in place to evaluate employee performance and provide salary increases to top performers. Opportunities to earn special incentives, such as bonuses, extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace.

#### **Opportunity for Advancement**

Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example

#### **Optimal Working Conditions**

Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work

stations contribute to favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well.

### **Relationship with Supervisors**

Employees also need to know their supervisor's door is always open for them to discuss any concerns they have that are affecting their ability to do their jobs effectively and impeding their satisfaction at the office.

### **Respect from Co-Workers**

A hostile work environment – with rude or unpleasant coworkers – is one that usually has lower job satisfaction.

### **Workload and Stress Level**

Falling short of deadlines results in conflict between employees and supervisors and raises the stress level of the workplace. Many times, this environment is caused by ineffective management and poor planning

### **Work Performance**

**Behavioral traits** – Monitoring your employees' personal habits is likewise vital to employee performance measurement. Perpetual bad habits and disruptive behavior can have great adverse effects on their performance as well as the general performance of their teammates.

**Client feedback** – Conduct client satisfaction evaluation to gauge their attitude toward work and level of customer service.

**Punctuality** – Being punctual no longer just means being on time to work, employees show great dedication to their work by delivering on time and going above and beyond the call of duty to ensure deadlines are met.

**Random ad-hoc evaluations** – Randomly checking upon your employees' performance outside of your annual or periodic employee performance measurement practice can also be beneficial in recognizing pain points that may need to be addressed to help them raise their performance levels.

**Work quality** – Are they able to complete tasks and projects on time and at par with the desired or required standards? The quality of your employees' work is an important indicator of their performance as well as a major basis for rewards or penalties/disciplinary actions.

### **Results**

The following listed below are the results from the studies conducted related to this article.

- The results of this study recommend that the self-efficacy improves satisfaction and work perception.
- Therefore, the findings, concluded that the teachers of Division of Cotabato City display a high level of performance. They were contented with their job satisfaction facets such as school policies, supervision, and pay, interpersonal relations, opportunities for promotion and growth, working conditions, work itself, achievement, recognition, and responsibility.
- The study at the end shows that employee satisfaction has a great and important impact on job performance especially in banks, nevertheless, the relation between

- job engagement and satisfaction was not validated.
- Based on these findings, it can be recommended that the company should consider underutilization of skills and work overload as predictors of employee performance. The company should put consideration on developing the skills of the employees and tapping their potentials. The Human Resource Department may conduct as appropriate skills inventory to identify talents and potentials of employees with proper motivation as well as revisit their policies on promotion. However, it also recommended that further studies can be conducted to consider larger sample, scope and more variables as appropriate to arrive at more reflective results.
  - The results of the study revealed that workload and job complexity have positive and significant impact on job stress, while job stress has a negative impact on job performance, whereas workload, job complexity and its outcome job stress negatively affected by social support. Results also revealed that social support moderates the relationship of workload, job complexity and job stress.
  - At the end of the study, it can be concluded that employees were affected with the organizational change and this has impacted their performance level.
  - Results of hierarchical regression analysis show that: (1) work engagement is positively related to objective task performance, and (2) the relationship between work engagement and objective task performance is moderated by POS, such that the positive relationship is more significant when POS higher than lower. In the end, theoretical and practical implications, and suggestions for future research are discussed.
  - The report survey found that many companies find it challenging to measure engagement and tie its impact to financial results: fewer than 50 percent of companies said that they are effectively measuring employee engagement against business performance metrics such as customer satisfaction or increased market share.
  - Moreover, regression analyses showed that the GFP accounted for a larger part of the explained variance in the outcome measures than the unique variances of the Big Five. The results add to the evidence for the GFP as a social effectiveness factor and highlight the validity of the GFP in organizational contexts.
  - Detailed analysis showed that the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction. It could be stated that job satisfaction determines organizational performance, rather than organizational performance determining job satisfaction.
  - It can highlight different sources of occupational stress investments sources at work (working conditions, urgency of the time etc.). Ambiguities and overload conflicts of roles of responsibilities (several suicide in French companies); career too or no promotion, lack of job security, ambition thwarted, difficult professional relationship with supervisor, colleagues, subordinates, difficulties of delegation of authority, organizational climate: no or limited participation in the process of decisions, restrictions on the power of decisions (budget), family and personal life can also be a source of stress.
  - The study found that the structural model is acceptable in terms of validity and reliability, and thus, can be used to measure the relationship between the two variables. The study also found that work ethics affects job performance significantly. It highlights the importance of work ethics in improving job performance.
  - Using a multisource study of social workers in one organization in the United States, we show that supervisors give higher job performance ratings to street-level bureaucrats who prioritize motivated clients. Implications of this finding and a future research agenda are shown.
  - The outcomes of HRM practice a positively and significantly correlated with job satisfaction. Job satisfaction retains the present employees and attracts the competent employees that relates to the higher productivity and organizational long-term performances.
  - The results of the data analysis indicated that participants who engaged in physical exercise experienced an increase in job performance. The results also indicated that participants increased their job performance through subjective health and good mood.
  - Performance evaluation can be regarded as an isolated case of performance evaluation in public sector organizations. Performance indicators should be clearly distinguished from the factors determining the level of performance, which are no less important, however, are often confused with each other. The first are used to monitor performance, the latter – to improve it. Individual level performance indicators could be more useful in searching the factors determining performance
  - Results indicated also that there is relationship between effective training and employees' job performance. Based on the results of the study, several recommendations were provided. Key terms: Training, Performance of Employees.
  - Indeed, as reported in this study, the institution needs to provide more performance management training, engage employees and emphasize employee recognition. In this way the performance management system will be effective, deliver more value and meet the desired outcomes.
  - Findings indicate that assessment decisions can be facilitated through a thorough mapping and subsequent use of predictor measures using specific performance criteria.
  - The results indicate a positive relationship between working environment and employee job satisfaction the study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction.
  - The employees are satisfied the way they are being handled by the management all throughout the company's operation. As for the manager, he gave the employees a good rating in accordance to their job performance referring to their respective positions.
  - The results of the proposed model show that it is feasible and easy to apply at company level, although, none of the ways to express quantitatively such a complex concept as sustainable development could not be perfect.
  - The study revealed that inadequate training was a major challenge to the job satisfaction of mine workers. It is recommended that management should attach important to training.
  - The results indicate that incentive system have an

indirect relationship on job satisfaction and prove that job satisfaction is a mediator and locus of control is a moderator in the research framework.

- Based on this sample the results obtained indicate that training have a clear effect on the performance of employees. The findings can prove useful to Human resource managers, Human resource policy decision makers, as well as government and academic institutions.
- The findings indicated that salary increment, promotion and recognition were important motivational factors for employees of Tanzania Postal Bank. Majority of respondents sees money as what they worked for.
- The findings reveal that the value of the determination coefficient test is 59.3 percent, indicating that the employees' performance is explained by job stress, motivation and communication factors, while the remaining 31.7 percent are linked with other factors. Moreover, the F test shows that the job stress (X1), motivation (X2) and communication variables (X3) simultaneously influence employees' performance, while the T test shows that both job stress (X1) and motivation (X2) variables have no partial effect on the employees' performance, whereas the communication variable (X3) has a partial effect on employee performance.
- If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance. Therefore, jobs absenteeism rates may increase, and employees might leave the organization to joint competitors that offer better work conditions and higher incentives.
- It is concluded that the company performance is strongly affected by the economic context, and that small specialized companies and large contractor tend to achieve the best performance level.
- The results reveal that (1) Self-efficacy has a positive effect on job performance and job satisfaction; (2) effort has a positive effect on job performance and job satisfaction; (3) job satisfaction has a negative effect on turnover intention. These results increase understanding of the effect of personal characteristics on organization performance and helped organization to explore the management policies.
- The results show (a) leadership type will positively and significantly affect organizational commitment, (b) organizational commitment will positively and significantly affect job performance, (c) leadership type will positively and significantly affect job performance, and (d) organizational commitment has a partial mediating effect on the relationship between leadership type and job performance.
- The result revealed significant relationships exist between person-job fit with the job performance of employees.
- Results supported our hypothesized model where greater loneliness led to poorer task, team role and relational performance as mediated by lowered affective commitment and to a lesser extent increased surface acting.
- Employee's performance makes an organization leading in market. To retain their employees, it is recommended to provide them job security and to appreciate their work incentives should be provided.
- Results showed that emotions in the workplace were considered important in relation to employees' wellbeing and job satisfaction only. Anger often leads to aggressions towards colleagues while sadness leads to dissatisfaction with the job. An emotion like anger, interest trust is not instantaneous, nor is it prolonged like a mood; rather emotion is a brief episode of synchronized changes in mind and body which directly effects the employee's performance.
- The researcher found higher productivity, accuracy, and job satisfaction across all participants on the high-preference, high-match jobs as well as higher quantity of work completed for three of the four participants
- The findings show that the technocratic culture has the strongest partial correlation or the purest relationship with role motivation. Through a regression analysis, the technocratic culture emerges as a strong predictor of motivation while the entrepreneurial culture as a strong predictor for performance. The findings imply that when individuals are satisfied with their roles and feel that their supervisor or leader provides them with support, their contextual performance is expected to increase.

### Summary

After the rigid review and analyzation of the results obtain from the related studies, articles, and research adapted in this article, the result has shown that:

Leadership style, Organizational climate, Reward system, and Structure of the work has a big effect on employee's work performance. The kind of leader that the company has will signify the mood of the working environment in a firm at the same time, they are the one who set how everyone in the business will treat each other as they are the one who will establish it in the organization. Reward system also help an employee to be motivated in doing his/her task while working with other people to get the job done quickly as it this boost the morale and somehow motivation to the employee to perform the work well. It is also said that those factors create a high performance in productivity and brought a high level of efficiency and effectivity in the company. Most employee commit their selves with the company due this following reason: They employees think and believe that the company will be a place that can provide the better environment for them not just only as an employee but also an individual who engage in business environment, and also, most employee stay at the company because the cost of leaving is too high. That is why employee maintain their commitment because they unable to match the salary and benefits with another employer, and lastly, Employees feel the sense of obligation to commit their selves with the company because of the debt of gratitude. Employees work performance is affected by the salary, specialized trainings that the company provided, well ventilated working environment, and the good relationship that they have with their employer and to the co employee that they work with. Therefore, maintaining and improving those factors affects employee's performance could raise a good morale and behavioral traits within the company. It can also yell good service to its client, enhance punctuality of the employee, and could get a good evaluation from its

customer as well as from the company. If those factors will maintain and continue to improve as years goes by, the work quality that an individual can produce will provide excellent and improve outstanding business and working environment that could set a better standard in the business industry.

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