

A Study of Multidimensional Influences on Employee Job Performance

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Abstract: Employee job performance, as a key indicator of organizational operating efficiency and productivity, has always been highly regarded in both academia and industry. Particularly in the contemporary social environment, studying factors affecting employee work performance is of immense theoretical and practical significance for more efficient organizational management and fuller employee potential tap. This study focuses on three main dimensions: individual employee attributes, organizational environment, and job characteristics, exploring the factors influencing employee job performance. Results confirm that excellent job design and high job satisfaction are crucial and indispensable for boosting employee job performance. The formation of employee job performance is a complex system engineering process, collectively influenced by individual, organizational, and job-level factors. Based on this, managers consider all these influential factors in their day-to-day operations, scientifically design and implement human resource policies to stimulate the enthusiasm of employees and improve their job performance. This study offers a new perspective and in-depth theoretical analysis for understanding the multi-dimensional impact mechanisms of employee job performance and provides effective decision-making references for practical management, thus bearing significant academic value and practical implications.

Keywords: Employee, job performance, individual factors, organizational factors, work factors

1. Introduction

Employee performance plays a decisive role in the performance of organizational operational efficiency and productivity. In a general sense, employee performance can be understood as the amount and quality of work done by an employee within a certain period of time, reflecting the degree of contribution of the employee to the achievement of organizational goals. From the perspective of economics, employee performance is most directly symbolized by the ability to effectively produce valuable products and services, thus creating more profits. From a sociological perspective, efficient employee performance also has an important impact on the organization's social reputation and image. Overall, employee performance is the vitality and lifeline of an organization, which determines the trends and prospects of the organization.

The core objective of this study is to explore the multiple influences on employee performance, especially focusing on the three main dimensions of employee's individual attributes, organizational environment, and job characteristics.

The research scope of this study, first of all, is to conduct an in-depth study on the three main dimensions affecting employees' work performance, namely, employees' individual attributes, organizational environment, and job characteristics. In this process, to ensure the scientificity and authenticity of the study, the representative and influential key factors in these three dimensions are strictly selected as the empirical objects of the study, such as employees' age, gender, educational background, organizational culture, leadership support, work resources, job design, job satisfaction, etc.

In addition, in order to make the research results more valuable, this study will not only stop at the theoretical research level but also endeavor to make the research results be applied in practice. Therefore, based on the results of the research, this study will also give a series of feasible suggestions and strategies to motivate employees and improve work performance.

2. Literature review

Reviewing the research on the age factor of employees, Ng and Feldman find that older employees exhibit higher job satisfaction and lower turnover rates than younger employees, but the correlation with job performance is not clear. This finding reveals the complexity of the relationship between employee age and job performance [1]. In recent years, with the increasing importance of human resource management, the impact of individual employee attributes on job performance has received more and more attention. In this paper, review the impact of individual employee attributes on job performance and discuss the future research direction.

Age is an important factor in the individual attributes of employees. Research has shown that there is a relationship between age and job performance. Specifically, younger employees are usually more creative and flexible, more adaptable to new technologies and new ways of working, and therefore perform better in certain jobs that require innovation and flexibility. Older employees, on the other hand, usually have more experience and skills and are better able to make informed decisions in complex work environments, and therefore perform better in jobs that require experience and stability.

Gender is also an important factor in individual employee attributes. Research has shown that there are some differences in job performance between men and women. Women usually focus more on teamwork and communication and are better at handling interpersonal relationships, and therefore perform better in certain jobs that require communication and collaboration. Men, on the other hand, usually pay more attention to personal ability and self-realization, and are better at independent thinking and problem solving, thus performing better in certain jobs that require personal ability and independence.

In addition, educational background is also an important influencing factor. In a study by Pfeffer and Fong, they found that the effect of educational background on job performance is not uniform or linear[2]. Their findings reveal that educational background may be a double-edged sword, which may enhance job performance under certain conditions and reduce job performance under other conditions. This finding makes us realize that the influence of individual employee attributes on job performance does not remain at the level of a single attribute, but rather there are complex interactions and mutual influences among the attributes.

In addition to the above factors, employees' personality traits, values, work experience, vocational skills, and other factors also have an impact on job performance. Future research should take these factors into consideration, explore the relationship between them in-depth, and provide more comprehensive and targeted recommendations for enterprises.

A good organizational culture is an important factor affecting employee performance. According to Denison [3], a strong organizational culture can provide clear values, enhance employees' sense of belonging and identity, and thus improve employees' job performance. This study reveals the intrinsic

influence of organizational culture on employee performance and further clarifies how organizational culture affects performance by influencing employees' behaviors and work attitudes.

Leadership support is another important factor that affects employee performance, and a study by Rhoades and Eisenberger found that both emotional support and resource support from leaders can significantly enhance employee performance[4]. This study shows us that the role of leadership support in the organizational environment in enhancing employee performance cannot be ignored or underestimated.

In terms of work resources, Hobfoll's [5] study found that sufficient work resources can significantly improve employees' work performance. Work resources include material resources, time resources, and spiritual resources, which have a direct impact on employees' fulfillment of work tasks and improvement of work performance. This study emphasizes the importance of providing employees with sufficient work resources, because only with sufficient resources can employees give full play to their abilities and optimize their work performance.

As early as 1976, Hackman and Oldham pointed out through their job characteristics model that job characteristics such as diversity, meaning, and autonomy can improve job performance by stimulating employees' intrinsic motivation. This revealed a new perspective on the influencing factors of job performance and emphasized the influence of job meaning on employee performance.

In addition, many new studies in recent years have demonstrated the important impact of job characteristics on job performance. Grant's [6] study found that jobs that are closely aligned with personal values and interests will stimulate employees' enthusiasm for work and thus improve job performance.

In the literature review of the effects of individual employee attributes, organizational environment, and job characteristics on job performance, we can see that these factors have far-reaching effects. The process of literature review allows us to see the trends in the field of research, which has a positive impact on the direction and methodology of future research. At the same time, we realize that despite the numerous achievements in theoretical research, it is still difficult and challenging to apply these theories in practice to a large group of people who work together in a cooperative and unified manner. In particular, we need to further explore and practice how to combine theoretical knowledge with practical work.

3. Individual Influences on Employee Job Performance

"Individual Characteristics' Contribution to Job Performance"

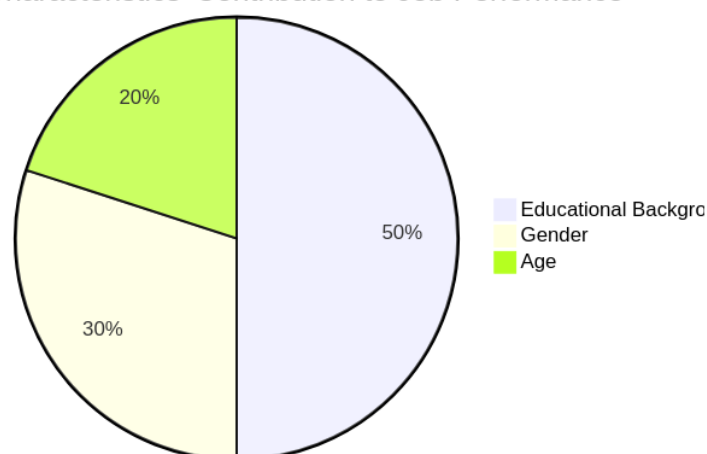


Figure 1: Proportional diagram of individual factors.

The above chart reveals in detail the contribution of employees' age, gender, and educational background to job performance, which again proves the importance of employees' attributes. In addition, this figure also clearly shows the importance of the influence of educational background on job performance, which is a point that we need to focus on in our future research.

3.1. Impact of Age

Age, which seems to be a single value, actually contains changes in knowledge and experience accumulation, physical and mental health, stability and skill proficiency, etc., and these changes significantly affect the performance of employees. When analyzing individual employees on a time scale, we can see that younger and older employees have very different performances in terms of job performance.

Young employees, often in a short period of time can quickly accept new knowledge and skills, they have a stronger adaptability and innovation, for the unknown field and have a very high desire to explore. It can be seen that this kind of young employee is willing to accept new things, full of vigor and unlimited innovative nature, which is one of the important factors driving their work performance improvement.

As young people begin to reach middle age, their performance is directly proportional to the experience they have accumulated, and middle-aged employees are usually richer in social and work experience than their younger counterparts. They are able to avoid the mistakes of the past but also have the depth of practical experience to understand problems and propose solutions. Their practical ability and decision-making power make them skilled and skilled in dealing with complex problems at work, and they become a stable force in the organization.

As middle-aged workers continue to age, they may experience a decline in their physical and mental abilities. This phenomenon may affect their work performance and make their work less efficient. However, it is undeniable that there must be a part of the high level of elderly employees, their understanding and grasp of the work has reached a perfect situation, they have accumulated deep experience and wisdom, so that they have a higher advantage than other age groups in some major decisions.

Through the analysis of employees of different ages, it can be seen that the impact of age on employee performance has both positive and negative aspects. Age is an important influence on employee performance and should be considered in an important position.

As shown in table 1, the following table summarizes the characteristics and effects of employee performance by age group.

Table 1: Characteristics and effects of staged age performance.

Age groups	Characteristics of job performance	Affect (usually adversely)
Young workforce	Highly dynamic and innovative	Positive influence
Middle-aged staff	High level of competence and stability due to extensive experience	Positive influence
Older employees	Individuals with reduced physical strength and memory, but with a wealth of accumulated experience	Complexity of influencing factors

3.2. Impact of Gender

The traditional view is that gender has a great influence on the performance of employees, especially in certain positions that are traditionally regarded as "male and female", and that gender differences

are often closely related to the division of labor, leadership style, and communication style. However, with the renewal and change of social concepts, employees' work personality tendency is no longer solely dependent on biological sex attributes, and there are many controversies about the influence of gender on work performance.

Male employees are often perceived to be more stressful, more competitive, and more motivated, and their performance is often characterized by quick and decisive decision-making and high levels of responsibility. However, on the other hand, male employees may not perform as well as their female counterparts in coping with certain interpersonal complexities and managing emotions. On the contrary, female employees are often perceived to be better at emotional management, communication, and coordination, and their meticulous observation and committed work ethic often lead to superior performance in areas such as teamwork and internal management. However, some gender role stereotypes may be an obstacle to the development of female employees. the argument that gender differences affect job performance has been gradually criticized and rejected with the advancement of social concepts and the deepening of research. On the one hand, the success of both men and women in the workplace depends more on their abilities, skills and work attitudes than on their biological sex. On the other hand, different work environments, types of jobs and organizational cultures may also have an impact on the relationship between gender and job performance. Therefore, we cannot simply link gender differences to job performance; the relationship is complex and subtle.

3.3. Impact of Educational Background

By exploring factors such as age and gender, this study will also aim at the influence of educational background. There is no doubt that educational background provides intellectual support and skill equipments for employees' performance. We can understand educational background as a carrier of information and a symbol of competence. Educational level, learning experience, and specialized knowledge all affect the performance of employees.

The level of education often reflects the level of quality and understanding of employees. Highly educated employees are capable of learning, understanding, and executing strategies. However, the improvement of education is not always equal to the improvement of work performance, in practice, the degree of work experience and skill control is often more important.

Learning experience is directly related to the theoretical knowledge and practical skills mastered by employees, which is an important way to improve the comprehensive quality and ability of employees, and indirectly affects their work performance. it should not be overlooked that specialized knowledge is an important factor in determining the performance of an employee in a particular position. For jobs that require specialized skills, such as law, accounting, engineering, etc., employees' specialized knowledge has a direct impact on their performance.

Therefore, the analysis of educational background and employees' job performance can not be judged purely from the level of education, but should comprehensively consider the impact of learning experience and professional knowledge.

The table 2 shows the analytical comparison of the impact of employees' educational level on job performance.

Table 2: The impact of academic proficiency on performance.

Academic level	Characterization of impact on job performance
Higher education level (e.g. Masters, PhD)	Significant advantage in understanding, learning new knowledge, and implementing strategies, but does not necessarily guarantee high job performance

Table 2: (continued).

Middle level of education (e.g. Bachelor's degree)	Experienced learner, with certain theoretical knowledge and practical ability, but may be deficient in certain positions with complicated specialized knowledge
Lower education level (e.g. below post-secondary)	May not be able to perform well in positions requiring specialized skills, but may be able to achieve excellent performance with extensive practical experience and continuous learning.

4. Organizational Influences on Employee Job Performance

We will first discuss the first organizational factor that affects employee performance: organizational culture. Among the factors affecting employee performance, organizational culture plays a significant role and can be said to be an important part that cannot be ignored. As a matter of fact, in the organizational environment, organizational culture can be regarded as an invisible guide that influences employees' work attitudes, work methods, and work efficiency.

"Organization Environment Factors' Contribution to Job Performance"

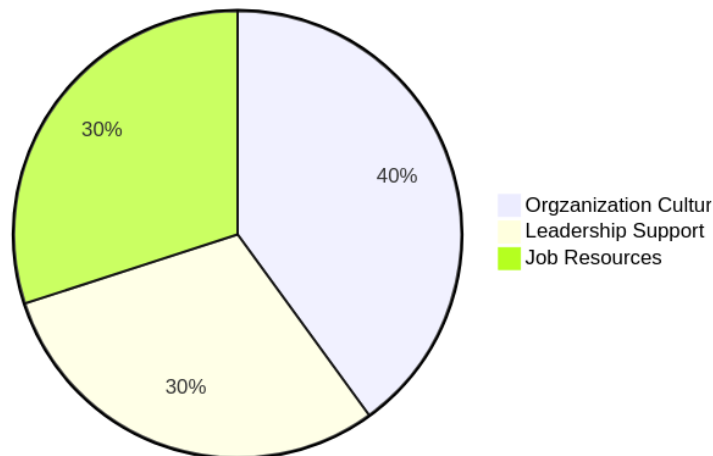


Figure 2: The impact of organizational structure on job performance.

As shown in figure 2, organizational culture plays an important role in influencing employee performance. Leadership support and work resources are also key factors that need to be given adequate attention. These findings emphasize the importance of considering employee performance from an organizational perspective and reveal the possibility that the organizational environment can be adjusted and managed to enhance employee performance.

4.1. Organizational Culture and Its Impact

As shown in table 3, an organizational culture that encourages innovation sets an atmosphere in which employees feel more comfortable and fearless in the problem-solving process. Such an environment is extremely conducive to the generation of new ideas, as well as to the improvement of their decision-making skills, which in turn enhances their job performance.

Table 3: The distribution of organizational culture types.

Types of organizational culture	Factor	Impact results
Innovative	Freedom to innovate, explore and experiment	Increased sense of innovation and improved decision-making capacity
Competitive	Fierce competition, pursuit of excellence	Work under pressure and work efficiently
Collaborative	Mutual assistance and teamwork	Strong teamwork and high quality of work
Stabilized	Steady development and compliance	Stable work and strong execution

In addition to organizational culture, leadership support and availability of work resources are also organizational factors that affect employee performance.

4.2. Leadership Support

The role of leadership is critical in organizations, and the support of leaders can have a tremendous impact on employee performance. A good leader encourages employees to be more productive, unleashes their potential, and further builds their trust in the organization. By focusing on tasks, encouraging participation in decision-making, and providing timely feedback on performance, leadership support can effectively improve employee performance.

4.3. Working Resources

The availability of work resources is also indispensable to employee performance. Work resources include, but are not limited to, tools, materials, information, and time, all of which are necessary for employees to complete their work. An adequate and effective supply of resources can ensure that employees can accomplish their work better.

The impact of work resources on employee performance can be summarized as follows: adequate work resources can reduce work stress, increase job satisfaction, and thus improve employee performance.

Combining these three key influencing factors, in the organizational environment, organizational culture, leadership support, and work resources are important components affecting employee performance. Only a sound organizational culture, supportive leadership behavior, and adequate work resources can activate the potential of employees, improve their performance, and ensure the efficient operation of the organization.

5. Job Influences on Employee Job Performance

Compared with the personal attributes of employees and the organizational environment, it seems to be more meaningful to examine the influences of employee performance from the perspective of job content and requirements. In this chapter, we will explore the influence of job design and job satisfaction on employee performance, and try to provide a more detailed and in-depth understanding and analysis of employee performance.

"Job Characteristics' Contribution to Job Performance"

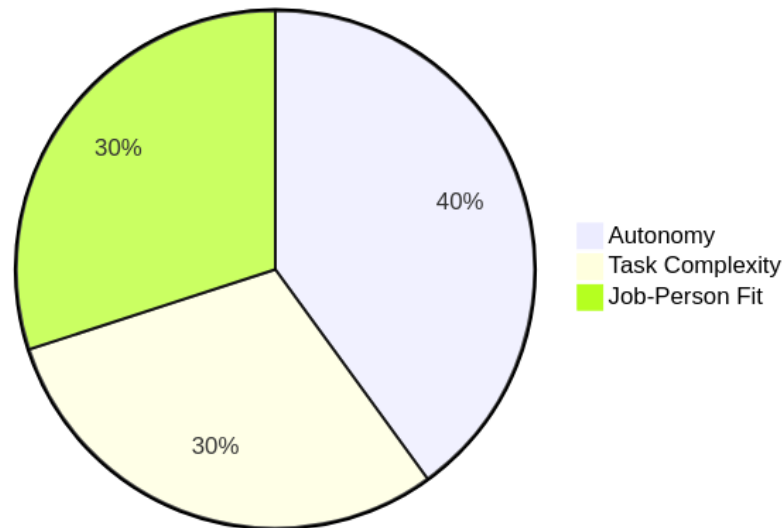


Figure 3: Contribution of job characteristics to job performance.

Figure 3 illustrates the important role of job autonomy in enhancing employee performance and also highlights the influence of task complexity and job-personal fit. It also highlights the influence of job complexity and personal fit. This further confirms the critical role of job characteristics in enhancing employee performance.

5.1. Job Design Influences

Job design is one of the most important factors affecting employee performance. Effective job design can improve employee effectiveness, enhance the meaningfulness of work, help employees utilize their talents and expertise, and thus increase employee job satisfaction and effectiveness. In more specific terms, job design includes elements such as task allocation [7], clarification of responsibilities, process setting, and feedback mechanisms. In job design, in addition to the need to clarify the specific content and requirements of the work, the rational allocation of tasks is also responsible. According to Boswell, W.R. et al., specifically, correct task allocation can improve employees' sense of identification with their work and give them a high degree of satisfaction and a sense of achievement when completing their tasks. [8] It is also worth mentioning that good task allocation can also give employees clear direction in accomplishing their work and avoid entering the state of "blind work". Therefore, we can conclude that good job design is one that provides clear, targeted tasks and expectations for employees in their actual situations, along with effective feedback mechanisms. However, it is important to note that effective job design does not mean that it is static. A variety of factors, including but not limited to the development of the organizational structure, the enhancement of employee knowledge and skills, and changes in the competitive market environment, need to be considered in job design [9].

5.2. Factors Affecting Job Satisfaction

Job satisfaction is composed of employees' perceptions of and reactions to their work experience, including their perceptions of the work itself, the work environment, and their perceptions of the rewards of their work, etc. Many studies have shown that high job satisfaction can increase employees' motivation and enhance their job effectiveness, thus improving job performance. Many

studies have shown that high job satisfaction can enhance employees' motivation, increase their work efficiency, and thus improve their work performance.

First of all, to provide fair and competitive salary and promotion opportunities to meet their material needs; second, to provide a good working environment, including comfortable office space, harmonious working relationships, and work-friendly resource allocation; finally, the organization needs to pay attention to the personal development needs of the employees[10], such as providing staff training, skills upgrading opportunities, to help them realize their own value. In general, to improve job satisfaction, organizations need to work from many aspects, in order to fundamentally improve the performance of employees.

6. Conclusion

The influence of employees' personal traits on work performance is obvious. Employees with different traits show different effects in accomplishing work tasks.

the relationship between organizational culture and job performance is also closely linked. Organizational culture, as a kind of shared values and behavioral norms, has an important influence on employees' work attitudes and behavior. A positive organizational culture that focuses on the growth of employees can stimulate, employees' enthusiasm for their work, increase their commitment to their work, and thus improve their work performance. On the contrary, a negative and conservative organizational culture that neglects the development of employees may lead to a decrease in employee motivation and affect work performance. The impact of the work environment on work performance should not be ignored. A good working environment can provide employees with comfortable working conditions, reduce work pressure, and help improve work performance. In addition, the allocation of resources in the work environment, teamwork, and other factors will also affect the performance of employees. In an environment with sufficient resources and a good teamwork atmosphere, employees are more likely to achieve excellent work performance.

In summary, the effects of employees' personal characteristics, organizational culture and work environment on job performance are interrelated. Future research should pay more attention to the interaction between these factors in order to provide enterprises with more comprehensive and targeted suggestions for improvement. At the same time, enterprises should take these factors into account in their human resource management practices to create an environment conducive to improving work performance.

This study suggests that future research should attempt to include additional situations and contextual aspects in order to gain a more thorough and in-depth understanding of the factors impacting employee job performance.

In light of these factors, we suggest the following directions for further study.

1. A deeper examination of how influencing elements interact and play off one another.
2. Broaden the study's focus to cover elements at the team and organizational levels.
3. Examine further instances and surrounding circumstances.

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