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Factors Affecting Organizational Performance: A Study on Four Factors: Motivation, Ability, Roles, and Organizational Support

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ABSTRACT

The purpose of this study is to identify the factors affecting the organizational performance. Four factors, motivation, ability, roles, and situation, will be in-depth identified to explore how each factor positively impacts the organizational performance. The study is conducted, using applied qualitative descriptive approach and analysis method. The four factors (Motivation, Ability, Roles, Organizational Support) are adopted from a few previous studies. Each factor is studied and analyzed based on empirical papers that have been observed, tested, and experienced by various articles from different countries' authors. After the description of each factor, it is found that a number of organizations have been considerably affected by these four factors. In addition, each factor is found to be very dependent to one another. A constant growth of organizational performance should be steadily dependent on the four factors, meaning that the organization should apply all the four factors at the same time to ensure its constant increasing performance. It is noted that an absence of one factor will definitely lead to the fall and decrease of the performance of the organization and the presence of the four factors at the same time will definitely ensure the increasing performance of the organization.

Keywords: *Ability, Motivation, Organizational Performance, Organizational Support, Role*

INTRODUCTION

Employee motivation, employee's ability, employee's role, and organizational support have been considered among the most important factors in the organization that help encourage and drive the positive emotion among employees to enhance their efforts and performance. It is noted that without proper motivation policy, frequent training and development, clarity of role, and organizational support, the organizational performance may go up and down. Each of these variables has been chosen to study and explore further how each factor impacts the organizational performance. It is true that employees need motivation, frequent training and development of their ability, clear role assignment, and support from the management to raise their positive emotions and efforts.

The potential success of a business depends on the performance of the organization, which means its ability to effectively implement strategies to achieve organizational goals (Almatrooshi et al., 2016). The performance of any organization depends largely on the level of expertise that its leaders have when it comes to implementing strategies. According to the research of Almatrooshi et al describe the essence of leadership as a conditional relationship between a manager and his follower. Because there are always obstacles to achieving organizational goals, it is important that the techniques used by leaders are flexible enough to adapt to change. The performance of the organization also depends on its employees who are an integral part of the organization and form a team that works towards achieving the goals of the Organizations perform various activities to achieve their organizational goals. Quantitative repeatable activities help to leverage processes for organizational success to determine performance levels of management to make informed decisions where in the process, when needed, to improve performance Goal achievement is one of the basic criteria for determining organizational performance (Tan et al., 2021).

Achieving goals is the objective of an organization whose strategic planning is required to meet them. Goals must be clearly communicated with the employee to the intended work to be achieved. According to Hashem, there is a close relationship between organizational objectives and organizational performance concepts (Jenatabadi, 2015). Therefore, the organization's performance will be evaluated by the areas of employee productivity, customer satisfaction and employee satisfaction. And the performance must be the primary consideration of an organization to evaluate its operations. This is an important responsibility and requirement of different managers in different companies.

LITERATURE REVIEW

Employee Motivation

Evidence shows that motivated staff means better organizational performance. According to Webster's New Collegiate Dictionary, motivation is "a

need or desire that causes a person to take action." "Motivation" means "to provide encouragement" and motivation is defined as "the action or process of motivation". Hence, motivation is the practice or procedure of expressing one's original intent to capture certain accomplishments (Sharon B. Buchbinder & Nancy H. Shanks, 2016).

According to Martin and Bartol describe motivation as an energy that strengthens behaviors, gives way to behaviors, and promotes tendencies to continue (Martin & Bartol, 1998). According to Ahmadvand determines that to achieve the guaranteed goal, individuals must be energetic, satisfying and clear about their directions (Farhad Zare, 2012). In the view of the Bedeian, it is an internal impulse to satisfy unsatisfactory needs and the will to achieve (Arthur G. Bedeian, 1983). Motivation is a procedure initiated through a psychological desire that stimulates the intended performance for a purpose. It is the final product of the interface among attitudes, personalities, and institutional differences. It represents those psychological procedures that form the basis of path stimuli and the determination of oriented intentional action (Farhad Zare, 2012). In addition, motivation is the evolution of change and support for goal-oriented behavior (Mohammed S. Chowdhury and A.M. Shahabuddin, 2007). It is the inner force that motivates individuals to pull away from personal and organizational goals (Muogbo U.S., 2013).

Employee motivation is one of the managerial policies to increase effective job management among employees within the organization (Oluseyi, 2009). A motivated employee responds to clear goals and objectives that he/she must achieve, so he / she leads his / her efforts in that direction. Rutherford (1990) reported that motivation makes an organization more successful because provocative employees are looking for better practices to work with, so it is important for organizations to persuade their employees (Manzoor, 2011).

According to a study by Grant on employee motivation, motivation drives outcomes such as productivity, performance, and perseverance (Grant, 2008). Motivated employees are more oriented towards autonomy and freedom and are more self-motivated compared to less motivated employees, which leads to more accurate development opportunities (Ryan & Deci, 2000). Similarly, employees' commitment to their work and work is greater if they are motivated compared to less motivated employees (Guay, Frederic; Vallerand, Robert J; Blanchard, 2000) (Vansteenkiste et al., 2007).

In the research of Hafiza, it is found that there are many factors that can affect the performance of employees, such as training opportunities and the development of working conditions, workers-employer relations, occupational safety and the company on all policies and procedures for rewarding employees (Nadia Sajjad Hafiza; Syed Sohaib Shah; Humera Jamsheed; Khalid Zaman, 2011). Among the factors that influence employee performance, the motivation that comes with rewards is the most important. In the research of Moise Achim et.al said that the

financial side of incentives is favored and widely recognized by both parties employers and employees (Achim et al., 2013).

Ismajli et al identified that motivating staff as human resources serves as the basis for improving service quality. They found that workers' salaries, career advancement and opportunities for promotion seemed to be the most important factors in the process (Ismajli et al., 2015). Other important factors that the study revealed were the working conditions as well as the evaluation and objective evaluation of performance measurement. In the Muogbo's research found a link between employee motivation and organizational performance (Muogbo U.S., 2013). Studies show that external incentives given to workers in an organization have a significant impact on workers' performance.

In the research of Ganta, it studied the level of motivation in the workplace and found that it shows a direct impact on employee productivity (Ganta, 2014). Workers who are motivated and excited about their work, perform their responsibilities to the best of their ability, and the amount of production increased as a result. Employee motivation has always been a major issue for leaders and managers. Employers need to know their employees well and use different strategies to motivate each of them based on their own wants and needs.

Employee Ability

According to the Cambridge Dictionary, ability is 'the physical or mental strength or skill required to do something'. In this sense, skills are divided into "hard skills and soft skills". Hard skills are associated with specific technical abilities or practical knowledge required for the job. These skills can be called "what you know" (Hunt, 2007). Hard skills are technical skills, including programming languages, network and communication system skills (Snyder et al., 2006). Soft skills are your skills in dealing with other people. Soft Skill attributes therefore include values of approval, motivation, attitudes, habits, and attitudes. Soft skills are personal attributes that enhance an individual's interaction and performance. Soft skills are individual and widely applicable.

Human Resource Management Skills are defined as a combination of activities, methods and tools that allow a company to acquire and manage the skills it needs today and tomorrow individually and collectively, taking into account the professional objectives of body. Competence is the ability to perform professional activities that employees are expected to perform in an organization or in society. Competence, on the other hand, is all the knowledge, skills, and interpersonal skills that are applied in a given context. It is located at the intersection of individuals and their abilities on the one hand, and the organizational structure and activities to be performed on the other hand. Managing and developing clear skills involves differentiating both the individual and organizational dimensions to integrate them into what is known as the ability to act (Daniel Held and Jean-Marc Riss, 1998).

For companies, competency is the sum of the assets that employees bring to their professional life: knowledge, experience, experience, and attitude in a particular job, observed and validated in a professional position (Mackay, 2017). However, capacity is called for to achieve a number of objectives, such as employee contribution to company performance, synchronizing employee behavior with new and latest action standards, to define new forms of cooperation and Transformation (Cadin L., 2007).

However, the company should ensure the development of skills over time to maintain some level of productivity. To do so, a number of factors have become the subject of many capacity development studies. The first is to actively engage with the strategic goals set by the company. The second part of the overreaction is nothing more than a job change caused by a change in the socio-economic environment. In addition to these, companies evaluate the gaps between existing and needed skills and identify strategies to reduce them. Two additional options are available for companies to fill the gaps: individual practice aimed at developing individual skills and practice relationship management that serves the development of collective skills. Many practices can be implemented (recruitment, payroll, training, mobility, job placement, etc.). The combination of individual and collective skills allows access to specific human resources.

Employee's Role

Having employee's clear role and the expectations of each position or role is a main precipitating factor for high level engagement. Specific role clarity to various industries has been researched as far back from 1955 (Thangavelu & Sudhakar, 2017). Unclear roles lead to increased anxiety and stress among employees and reduce employee productivity. Defining role expectations is an important first step when employers hire people for their organization. Role clarity adds positivity to job satisfaction and job satisfaction, resulting in a positive effect on one's role and responsibilities (Diala, Ify & Nemani, 2011). In the practice of job satisfaction include job responsibility as a dimension of job satisfaction and found that performance and job responsibility are significantly related (Hettiarachchi & Das, 2014).

Belias et al found that the higher the role conflict, the lower the level of job satisfaction (Belias et al., 2015). Low levels of job satisfaction due to role conflicts and uncertainties were discovered by (Robert L. Kahn; Donald M. Wolfe; Robert P. Quinn; J. Diedrick Snoek; Robert A. Rosenthal, 1964). A study by (Um & Harrison, 1998) found that role disputes increased levels of job dissatisfaction. Studies have also shown that role conflicts create a positive effect in making employees more open and flexible in adjusting their roles (Yung-Tai Tang and Chen-Hua Chang, 2010).

(Yadav & Kumar, 2017) in their study on the clarity of the organization's role and civic behavior found that both genders play an important role in the growth of

the organization, and the clarity of the role plays a role. Diversity in organizational nationality attitudes. Clarity of the role of employees has been found to increase coherence and perception of their performance (Azarpira, G., Yaghoobi, A., Forghani, M., & Soleimani, 2013).

Situational Factor (Organizational Support)

Situational Factors (also known as Organizational Support) are influences that do not occur from within the individual but from elsewhere like the environment and others around you. Organizational factors are also considered as organizational support to promote employee performance. (Chiang & Hsieh, 2012) suggest that situation factors may affect performance. The same thing is shown by (Hannah et al., 2011) that situational factor can be managed by an organization can improve staff performance. (Hu et al., 2017) show that the role of leaders in managing the situation in the organization plays an important role in building staff capacity. Meanwhile, the results of research conducted by (Leiter et al., 2011) show that situational factors can affect the empowerment of employees to improve their performance.

According to social exchange theory (SET) (Liao et al., 2010) and organizational support theory (Rhoades & Eisenberger, 2002), companies need to provide support to front-line workers so that they are highly motivated to work hard and achieve better results. Researchers have developed "supportive human resource management" which states that enterprises should support employees by providing organizational recognition, creating endless incentives and good practices (Arthur, 1994). In the context of (Chen et al., 2009) proposed the theory of organizational support, which states that when employees understand care, support, and involvement with the organization, they will perform better. Companies that care about their employees improve the overall perception of organizational support (Eisenberger et al., 2001).

Organizational support is an important part of determining workers' motivation as well as commitment to an organization. It is the employee's perception of how well his organization supports him in various tasks, routine work, difficult situations in the office and his personal life, and how much he cares for his well-being (Rhoades & Eisenberger, 2002). (Erdogan & Enders, 2007) declare that organizational support refers to the degree to which an individual believes the organization cares about him, values his input, and provides him with assistance and support. The amount of institutional support perceived by employees is shown to influence employee work behavior. It shows the extent to which employees feel they have received a fair reward from the organization and that the company will create sufficient working conditions for them to excel (Aubé et al., 2007).

In addition, (Wayne et al., 2002) show that organizational performance reflects a large degree of quality of organizational and employee relations

Perceptions of care and support can occur in different ways, and staff view and analyze them differently. It could be the support provided by the managers to get involved and give their voices on important issues or the support provided by the organization to grow and develop their careers in the organization. It can also be management support related to empathy and feelings and concerns about staff situations and challenges. Give them words of encouragement and empower them to do their job in the best way possible.

Organizational Performance

The idea of performance, defined in the dictionaries of French, English, defines more about outcome, achieved goal, quality, and less the economic aspects of efficiency and effectiveness. (Didier Noye, 2002) believes that the performance consists in "achieving the goals that were given to you in convergence of enterprise orientations". (Rolstadås, 1998) believes that the performance of an organizational system is a complex relationship involving seven performance criteria that must be followed: effectiveness, efficiency, quality, productivity, quality of work, innovation and profitability.

According to (J. Cho & Dansereau, 2010), organizational performance refers to a company's performance compared to its goals and objectives. Organizational performance includes actual results or organizational outcomes that are measured against planned outcomes (Daniel R. Tomal and Kevin J. Jones, 2015). Organizational performance is very important in creating an interest in management studies. The organization focuses on continuous implementation because improving performance enables the organization to grow (Gavrea, Corina; Ilies, Liviu; Stegerean, 2011).

It is important to note that organizational success or failure, both for-profit and non-profit, is based on organizational performance (Ismael Younis Abu Jarad; Nor'Aini Yuso; Davoud Nikbin, 2010). Therefore, organizations struggle to increase their performance (Shuck & Wollard, 2010). For organizations, it is important to identify and understand the factors that influence organizational processes, to take reasonable steps to make them available (Ismael Younis Abu Jarad; Nor'Aini Yuso; Davoud Nikbin, 2010). According to (O.-H. Cho et al., 2011), organizational performance is the result of many business factors, such as work processes, team / group relationships, business culture and policy image, leadership, and climate, which drive innovation. Creativity and honesty.

RESEARCH METHODOLOGY

This study used a descriptive qualitative research design. Secondary sources of data were used and collected from different articles and journals' web-based publishers. Journals related to employee motivation, employee ability, employee's roles, and situational factors or organizational support were collected to further study to make sure each result from these previous studies gives clear paths to the

objectives of this study. Based on (Elliott, Robert and Timulak, 2005), qualitative research is descriptive. It means that collected data was in the form of words rather than number. In addition, qualitative research is the collection, analysis, and interpretation of comprehensive narrative and visual data in order to gain insights into a particular phenomenon (Tavallaei and Mansor Abu Talib, 2010). In addition, (Robert C. Bogdan and Sari Knopp Biklen, 1998) said that qualitative research is research which investigates the quality of relationships, activities, situations, or materials.

The articles and journals selected were based on the relevant results and relationship of the variables that have been studied before and met the objectives of this research. Most of those journals and articles were studied and explored within the same objectives. Each variable such as motivation, ability, role, and organizational support was in-depth studied and correlated to the organizational performance.

RESULT AND DISCUSSION

Employee Motivation and Organizational Performance

It is accepted that motivation is very crucial to the success of the organization. Employees expect not only their basic incomes from the monthly salary or weekly wages, but they also expect additional and extra benefits from its organization. This expectation includes bonuses, commission, health care insurance, family benefits, or other related work insurance and allowance.

The internal drives and motives from these benefits will definitely increase the engagement, involvement, satisfaction, and commitment from the employees. Their work efforts will be enhanced, their participation will be more active, and their productivity will be increased. Therefore, such individual work performance increase will result in the definite increases in the organizational performance.

Employee Ability and Organizational Performance

Every individual competence is limited. The employee ability is required to be developed and enhanced as frequently as it can be. The employee ability is in any case considered the key input to the productivity of all the organizational success. The individual performance is increased from a very lowest point to the highest point where it is assessed and measured. And at this point of performance will be constant and fixed for a period of time if the employee ability or capacity is not developed and built.

In this sense, the organization might experience a constant growth if the employee performance is stable, not growing further. Training and development or capacity building should be taken into serious consideration or the organization will face a stagnant growth due to its individual staff's ability limitation. It should be noted that new skills, new technology, new ways of doing things have been updated at a very fast pace. It is very competitive to provide a better service, better

communication, better ways of doing jobs, and to compete with this, employee ability and competence needed to be well upgraded and promoted.

Employee's Role and Organizational Performance

Individual role clarity is another human resource management's job. Grading and setting employee's roles require a clear work plans and objectives so that putting someone into a box of position will help him or her to know and understand what to do in that position and in that role. There have been lots of overlaps and conflicts of roles of individuals in the organization, and such conflicts have affected the operation of the whole department or organization.

Being ambiguous, the experience of vague workflow and decision making will lead to an ineffective work performance. The clear role assignment will come with a clear responsibility and with this clarity, employee will know where to go and how to get there. It should be considered from the planning perspective of each individual work that relate to their job's roles and position. Imagine an employee who has unclear job's role and their daily work performance. The work plan cannot be well designed, the daily activities are not well operated, the decision cannot be well made or reluctantly made. In overall, it is ascertained that the employee performance will be much improved when their roles are well assigned and clear. And the organizational performance will be increased by this unambiguous work's role assignment.

Situational Factor or Organizational Support and organizational Performance

Individual work performance can never be acknowledged if their performance is under the expected outcome or expectation of the management. However, situational factor or organizational support is a key to drive this individual success and achievement. An independent work performance without collaboration, supports, and assistance from management or teamwork is found to be less succeeded or is more likely failed. As far as situational factor or organizational support is concerned, it can be anything the organization provides to the employees to support their work activities or the implementation of the daily operation within their roles and responsibilities.

The organizational support may come in different forms as it can be given in either financial or non-financial support. In addition, work force supplies or teamwork buildup is also considered an assistance to help improve the performance of the employees. In a sense of support, the organization should make sure that everything that helps facilitate or coordinate all the work activities and that increase the possibility, flexibility, and operation smoothly.

In term of increasing performance from this organizational support, improving work operation tools, equipment, or technology is very compulsory to enhance the employees' work performance.

CONCLUSION

Employee motivation, employee ability, employee's roles, and situational factor or organizational support are the key and vital factors to drive and maintain the steady growth of the organizational performance. It should be noted that the four factors should be implemented simultaneously by the organization. The absence of one factor will lead to the decrease of individual performance and this decrease will result in the decrease of the organizational performance.

The employees may be motivated and satisfied with their jobs, and of course this will help improve their performance. However, this can happen in a short period of time only. The employee ability may come to a stage where it requires to be improved. And at this stage the performance will go down a bit if their capacity is not enhanced or improved. In addition, an employee may be motivated, their ability has been frequently improved, their roles are well designed or assigned, but if the organization is not well responding to the support need or help their employees implement their daily work plan, the organizational performance will remain at risk of becoming lower or fall behind the expectation.

The entire organizational growth and performance is very interrelated and dependent on the individual achievement and accomplishment. The organizational success can never be separated from the employee participation, involvement, engagement, and commitment. And the four factors: motivation, ability, role, and situation take great part in ensuring these accomplishments, achievements, and success.

Hence, it is strongly advised and suggested that employee motivation should be well and frequently be taken care of. A strong policy of employee motivation should be designed and implemented. Also, the employee's ability has to be assessed and analyzed so that their competencies can be improved and developed. In addition, the organization should consider appropriate role assignment and it must be clear that the employee knows their roles and responsibilities well enough so that they can perform their tasks better and better. Finally, it is the organizational responsibilities to respond to the needs of the employees. Their job performance does not only rely on their roles, abilities, or motivation, but their performance depends also on the support from the top management. When all these four factors have been applied and put in practice, the organizational performance is no doubt reaching its height steadily.

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