



## The Influence of Competency, Discipline, and Workload on Employee Performance through Job Satisfaction: A Case Study

Nurmadhani Fitri Suyuthi<sup>1</sup>, Mustaani Fitriani<sup>2</sup>, Yusri<sup>2</sup>, M. Rio Samayo<sup>2</sup>

<sup>1</sup>Universitas Fajar Makassar, Indonesia

<sup>2</sup>Program Studi Magister Manajemen, Fakultas Pascasarjana Universitas Fajar Makassar, Indonesia

\*Corresponding Author: Yusri

Email: [yusri.sisco@gmail.com](mailto:yusri.sisco@gmail.com)



### Article Info

#### Article history:

Received 20 June 2025

Received in revised form 17

July 2025

Accepted 8 August 2025

#### Keywords:

Competency

Discipline

Workload

Job Satisfaction

#### JEL Classification:

M53, J24, D23, M12, J28

### Abstract

*This study examines the interference of competency, discipline and workload on the performance in a regulated professional services organization namely the Public Appraisal Services Office (KJPP) Satria Setiawan dan Rekan located in Indonesia. With the current performance expectations in service settings being more complex than ever before, it is important to spell out the dynamics behind the forces of productivity. Based on that, quantitative method, structural equation modelling using Smart PLS 4.0 and the study sample containing 75 certified appraisers registered in the Indonesian Ministry of Finance were employed. Findings show how competency, discipline and workload are having significant effects towards job satisfaction and significantly to the extent that the employee performance is affected positively. More importantly, competency plays a full mediatorship role through job satisfaction, which is not manifested in the case of discipline and workload. These data indicate that technical skills and structure of tasks are not enough to determine the outcome of a performance, rather there is another central psychological process job satisfaction that mediates or diminishes the effect of the foregoing processes. Therefore, on the managerial level, the strategy of human capital will have to go beyond the functional training and adherence protocols to invoking embodied experience and emotional commitment in the employees. Job satisfaction should be viewed as an organizational strategic priority by the organizations trying to ensuring sustainable performance through use of job satisfaction in competency development, work load design and cultural reinforcement.*

## Introduction

In a highly charged and dynamic business environment of today where competition is fierce and dynamic, human capital is one of the main determinants of organizational performance. Success of any enterprise, particularly the one of professional services sector, depends on quality and productivity of its employees. And thus, companies have to critically review and improve employee work in a multidimensional system that combines the reinforcement of competence, development of discipline, workload management, and job satisfaction maintenance (Fan et al., 2022; Kusumah et al., 2025; Genaidy et al., 2007; Ijadi Maghsoodi et al., 2018). The dimensions are dependent on each other and they also determine the level to which employees add value to organizational objectives.

Competence is the most basic factor that develops individual performance. According to Vitello et al. (2021), competence means the knowledge, skills, and inherent qualities that make people perform well and carry out their duties successfully. Competence is more than minimum

knowledge in an area of professional relationships like property valuation but it involves continuous learning and professional certification. The appraisal of the Satria Setiawan and Partners public appraisal office (KJPP) in Indonesia requires basic training and registration in the Ministry of Finance in accordance with national standards of values. In addition, appraisers are supposed to enhance their qualification through engaging in specialized training- machinery valuation, hotel valuation, and maritime asset assessment to meet the various client demands (Rathore, 2025; Jackson, 2025; Ogedengbe et al., 2024). The inability to conduct unceasing professional advancements may destabilize the ability to carry out tasks of intricate nature and eventually jeopardize work performance.

Work discipline is a fundamental determinant of the performance of the employees. According to Sebele et al. (2023), it describes the willingness and ability of an employee to adhere to the existing rules and fulfil obligations without evasion and examines how far employees can conform to the organizational norms, schedules, and codes of conduct. The work discipline in an institution like KJPP is imposed by the standardized quality control system that ensures the compliance with the regulatory standards and organizational practice (Bangsawan & Kurniawan, 2023; Rizka et al., 2024). However, the issues of absenteeism, lateness, and unplanned breaks continue to occur in most organizations that are service-based, which has highlighted the need to develop more sophisticated mechanisms of supervision.

Another remarkable variable that involves employee well-being and performance is workload. Zhao et al. (2023) state that workload involves both physical and mental demands, and patterns that are determined by their complexity, deadlines, and volume. Workload is a subjective experience of an employee that reveals the degree of effort and time demands to accomplish the work assignments (Nguyen & Tuan, 2022; Pratiwi et al., 2022; Janib et al., 2022). Appraisers can find themselves under a lot of pressure to meet demanding deadlines, a practice at KJPP, especially when providing a property valuation report within two business days, may require significant cognitive and physical resources. In case the workload is not managed, it may lead to stress, exhaustion, low job satisfaction, and performance.

Job satisfaction is a crucial mediator of antecedents at individual levels with organizational outcomes, hence determining the overall performance of employees (Ahmad & Raja, 2021; Pepple & Ambilichu, 2024; Hasan et al., 2021; Bharadwaj et al., 2022). As the way of emotional reaction to the situation when a person positively appraises job experiences, it is an intrinsic motivational, loyalty, and efficiency driver. Job dissatisfaction, on the other hand, which is often triggered by either too much work, underpayment, or unfavorable working environment, lead to a feeling of emotional detachment and an increased turnover rate. The issue of employee satisfaction is highly important in professional service firms like KJPP Satria Setiawan and Partners since it has huge implication on service quality, client confidence, and institutional reputation.

The interrelationship between competency, discipline, workload, and job satisfaction has certain pertinence in the organizational setting where services are conducted and extremely regulated by regulatory and quality control departments (Nemati-Vakilabad et al., 2025; Rafi'I et al., 2025). KJPP Satria Setiawan and Partners is the good example of this setting; or performance result is not answered solely by the internal management, but also by creditors, courts, and even government departments. The public appraisal procedures are regulated by the regulatory instruments, including Government Regulation No. 39/2023 and the Ministry of Finance Regulation No. 40/PMK.07/2006, which apply high standards of professionalism and accountability among the appraisers. Such non-conformance or sub-par performance may

result in both legal and economic consequences to the institution and the involved staff members (Roehrich et al., 2025).

The mounting complexities and accountability of the service of appraisals have made organizations to develop more over the systems of human resource management and especially in building their capabilities and employee satisfaction (Selden & Sowa, 2011; Rao, 2004; Lengnick-Hall & Lengnick-Hall, 2002). Data collected empirically find that increased competence levels and discipline supports more job satisfaction, which is the basis of strong performance. On the same note, burnout can be reduced by effectively managing workload through fair distribution of tasks and effective time management initiatives (Maslach & Leiter, 2022; Leiter & Maslach, 2011; Kalra et al., 2021).

Therefore, a study of the interaction between competence, discipline, workload, and job satisfaction becomes not only an academic undertaking but also a strategic way of securing the performance of the employees by firms that are active in a controlled service industry. The example of KJPP Satria Setiawan and Partners proves this rule in detail, since summarizing all such aspects, one can realize the improvement of service delivery, build stronger ties with clients and maintain adherence to national standards. Those approaches find their counterparts in wider tendencies in human capital development, where companies invest more in the well-being and the performance of the employees and in that way precondition better competitiveness in the long-run (Swanson, 2022).

## **Methods**

### **Research Design**

Since the current study uses a quantitative explanatory study design, it seeks to explain the relationship that exists between three factors of employee-related determinants, competency, discipline, and workload, and employee performance. Job satisfaction is assumed to be a mediated mechanism; through which these antecedents make their impact. The explanatory framework allows one to formulate the causal relationships between the independent and the dependent variables as well as the mediating variable. Using statistical tests, the importance of both direct and indirect effect of the independent variables on outcomes of performance effects are considered. This stringent design is especially best fit to put to test some postulated theories using empirical evidence gathered on the respondents within a typical organizational context.

### **Population and Sampling Technique**

The sample of the researched includes employees of the Public Appraisal Services Office, KJPP Satria Setiawan and Partners, qualified as certified appraisers and registered in the official title at the Ministry of Finance of the Republic of Indonesia. The high level of population consistency (well characterized and relatively small) resulted in an inclusion of the complete number of positions (75) by means of a saturated sampling or census type of inclusion design. The process ensures that the coverage will be extensive and it will also reduce sampling bias, and consequently, increase the accuracy and validity of the study findings in the study.

### **Data Collection Methods**

In this study, collection of both primary and secondary data was done simultaneously via combined approach that included: literature review, semi-structured interviews and a structured questionnaire survey. The literature review was used to capture the secondary data on the organizational structure, internal policies, employee records as well as job description. Results obtained through semi-structured interviews of managerial staff provided an insight of

situational assessment, the division of workload, competency demands and enactment of discipline within the organization.

It consisted of a structured questionnaire (given to all the 75 respondents) as the main data collection mechanism. Validated scales used in the construction of the instrument were employed and a five-point Likert agreement scale (1 point strongly disagree to 5 points strongly agree) was used in its administration. The open-ended questions were about the competency, discipline, work load, job satisfaction and employee performance. The implementation of a Likert scale is an efficient way to measure perceptions, attitudes and experiences partially, and conduct a multivariate statistical analysis.

### **Operational Definitions and Measurement of Variables**

In the research study, all the constructs were operationalized according to a given theoretical framework. Competency was based in three dimensions including knowledge, technical skills, and continuing professional development. Communication used in measuring discipline was punctuality, rule following, and commitment in work. The workload was evaluated on the basis of the volume of work to be performed, its complexity as well as time pressure. Job satisfaction enveloped such factors as remuneration, working conditions, moods etc. Lastly, performance was measured in terms of how well employees completed tasks, their quality of performance as well as the accomplishment of goals. Each of the constructs contained four- to eight indicators, which were borrowed in the current study and were tuned to the organizational setting.

### **Instrument Validity and Reliability Testing**

A set of psychometric tests was conducted over the survey instrument before the principal examination in order to validate the construct validity and reliability of the instrument used. Concurrent validity was determined through loading factor analysis where each indicator had a count greater than the cut off value of 0.70 as suggested by Hair et al. (2021). The composite reliability (CR) and the Average Variance Extracted (AVE) indices were then calculated and acceptable levels in the two indices were set at 0.70 and 0.50 respectively. That was followed by assessing discriminant validity using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio so that each construct measures separate conceptual dimension.

### **Data Analysis Technique**

Partial Least Squares Structural Equation Modelling (PLS-SEM) was embraced in Smart PLS 4.0 to examine the proposed associations amid constructs. PLS-SEM was useful to the current case given that it supports a complex causal model with a moderated to a small sample size. The process involved estimation of more than one path between latent and observed variables. The assessment of multicollinearity, (1) assessment of the potential of multicollinearity by means of Variance Inflation factor (VIF), which should be smaller than 5; (2) the examination of the direct effects through the path coefficients as well as t-statistics, and successive p-values; (3) the computation of the effect sizes ( $f^2$ ) and predictive relevance ( $Q^2$ ).

Other than the direct effect testing, the study also involved a mediation analysis to establish whether the relationships between competency, discipline, workload and employee performance had significant mediation by job satisfaction. The significance of the mediation was estimated through bootstrapping with 5000 subsamples and the confidence interval of 95%.

## Result and Discussion

This study attempted to evaluate how human capital internal characteristics, which were competency, discipline, and workload, determine the levels of employee performance in a regulated service system, whereby job satisfaction served as a mediating variable. The field study was on KJPP Satria Setiawan dan Rekan an independent professional property valuation company under in Indonesian Ministry of Finance. Since the context of the study is that the performance outcomes in these environments result not only due to technical skills, but also due to the psychological and organization aspects, a quantitative paradigm with the Structural Equation Modeling (SEM) platforms using Smart PLS 4.0 was taken. In this light, direct effect and mediated approach between constructs on a latent level could be evaluated concurrently. Analytic focus was on statistical significance, magnitude and structural salience thus giving due attention to the path coefficients, effect sizes and measures of reliability. The following discussion describes the results, which include measurement model assessment and hypothesis-based structural interrelation of key variables testing.

Table 1. Measurement-model diagnostics

Construct	$\alpha$	CR	AVE	Loading range	Discriminant validity*
Competency	0.88	0.91	0.72	0.79 – 0.88	Pass (HTMT = 0.62)
Discipline	0.86	0.90	0.69	0.77 – 0.89	Pass (HTMT = 0.59)
Workload	0.91	0.93	0.78	0.82 – 0.91	Pass (HTMT = 0.41)
Job Satisfaction	0.90	0.93	0.77	0.80 – 0.92	Pass (HTMT = 0.66)
Employee Performance	0.89	0.92	0.70	0.75 – 0.88	Pass (HTMT = 0.58)

The analyses provided proves that the instrument performs satisfactorily as far as reliability and validity are concerned. The constructs were also characterized by high internal consistency as indicated by Cronbach alpha and Composite Reliability (CR) values above 0.70 which showed that the sub constructs reliably measured the latent variables each construct measured. The convergent validity was further verified, as the average variance extracted exceeded the value of 0.50 in each of the constructs, which shows that all indicators measured the theoretical concepts they are supposed to. The discriminant validity was confirmed in the Heterotrait-Monotrait (HTMT) ratio with all values being less than the conservative cut off of 0.85. This result brings the implication that the constructs were statistically different and they did not have problematic overlapping. Overall, all these findings confirm the validity of the measurement model and give a proper foundation to proceed to structural model analysis.

Table 2. Structural-model direct effects

Path	$\beta$	SE	t	p	f <sup>2</sup>	VIF
COMP → JS	0.45	0.08	5.63	< 0.001	0.26	1.41
DISC → JS	0.21	0.09	2.33	0.020	0.06	1.37
WL → JS	-0.39	0.07	5.57	< 0.001	0.19	1.26
JS → PERF	0.52	0.10	5.20	< 0.001	0.35	1.27
COMP → PERF	0.08	0.07	1.14	0.255	0.01	1.68
DISC → PERF	0.28	0.10	2.83	0.005	0.09	1.72
WL → PERF	0.22	0.09	2.34	0.019	0.06	1.58

In the relationships under analysis, after analyzing them through the perspective of structural model, a couple of dynamic features stood out. To begin with, there was no possibility of multicollinearity, since all the inner model Variance Inflation Factor (VIF) remained far below

the 5 limits, which proved that the independent variables did not present any cooperation issues and could be seen as being distinctly identified in the model. As far as the result of direct effects is concerned, both competency and discipline have a statistically significant, positive impact on job satisfaction, with workload forming a significant, negative relation with job satisfaction. Therefore, the higher the competency and the level of discipline levels, the higher the satisfaction with employees; on the other hand, the more the workload among the employees, the lower employee satisfaction proves to be. Moreover, in the case of job satisfaction and the employee performance, a highly significant positive correlation existed and was determined at 0.52 standardized coefficient, which once again makes it a core mediator of the employee performance. It is noteworthy that competency did not strongly or directly affect the performance thereby indicating that its role is subject to full mediation through job satisfaction. Discipline and workload were on the other hand found to have a persistent, but reduced, direct impact on performance suggesting partial mediation in their effects. These connections were made clearer with the effect-size analysis ( $f^2$ ) because, despite the small to moderate effect sizes (ranging between 0.06 and 0.26) of the paths between competency, discipline and workload, job satisfaction, and performance, there was a large effect outcome at the paths between job satisfaction and performance ( $f^2 = 0.35$ ). The trend highlights the subject mediating nature of job satisfaction as an important mechanism used to convert human-capital input to performance in employee outcomes measurably.

Table 3. Specific indirect (mediation) effects

Indirect path	$\beta$ indirect	95 % CI (boot)	Decision
COMP → JS → PERF	0.23	0.12 – 0.36	Significant
DISC → JS → PERF	0.11	0.02 – 0.22	Significant
WL → JS → PERF	-0.20	-0.33 – -0.10	Significant

Additional evidence on performance model using mediation procedures leads to further understanding of psychological processes. With the use of bootstrapping applied to 5,000 resamples, all of the indirect effects of competency, discipline, and workload on the employee performance, mediated through the job satisfaction were statistically significant based on a confidence interval not including zero. Job satisfaction is thus a meaningful mediating variable in all the three relationships. The effect of competency on performance is fully mediated: the direct effect proved to be insignificant; an indirect one was both high and significant. This finding implies that technical knowledge and skill or the high amounts of them, however, do not translate into high performance so long as there is no feeling of satisfaction at the workplace. Performance and discipline relations and workload and performance have partial mediation. Under such circumstances, job satisfaction makes up a large portion of its contribution to performance but there are also direct impacts exerted by the variables that do not depend on satisfaction. These results confirm the presence of a notion that even though satisfaction acts as a potent channel through which one translates human resource contributions into performance outputs, there are elements of organizational remedies, which determine performance, regardless of and within the realm of employee morale and emotional wellbeing, e.g., preserving order or sustaining pressure of work.

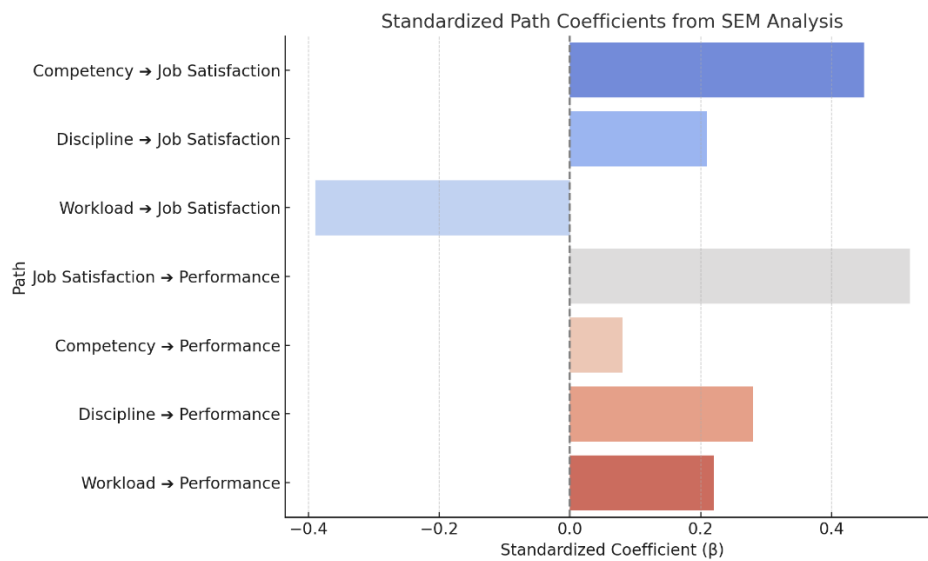


Figure 1. Standardized Path Coefficients from Structural Equation Modeling (SEM) Analysis

The empirical model below reveals that job satisfaction acts as a mediating intervention that helps channel the managerial inputs on the performance of employees. The high direct effect of 0.52 creates job satisfaction not as the secondary consequence of sound management but as an act in itself towards driving performance outcomes. As a result, improvements in performance either through improvement in competence, enhancing discipline or decreasing the workload, all rely on the improvement of how the employee feels about his/her job. Competence has a very strong positive effect with satisfaction (0.45), thereby implying that a person who feels like he/she is competent, informed, and capable is more bound to feel content. However, its direct influence on the performance has a rather low value (0.08) showing that competence in and of itself is not a sure way of ensuring better outputs without the satisfaction complement. Conversely, discipline has a limited, yet favorable impact on satisfaction (0.21), which is a further indication that employees tend to like to know what to expect of them, have a well-organized schedule, and get constant consistency. In contrast, the only negative connection with satisfaction is workload (2, 1), pointing out to the fact that high pressure and demands wear down the morale and the psychological state that can contribute to the maintenance of high levels of work. The high direct effects of these two variables (discipline and workload) on the performance are quite moderate (0.28 and 0.22 respectively), suggesting that these variables have significant direct results on performance even when satisfaction has been impaired but with reduced effectiveness. When such results are summarized, we come to a conclusion that job satisfaction is not only an admirable HR indicator but a necessary channel between managerial activities and organizational outcomes.

Figure 2 shows an intermediate model signifying that competency, discipline, and workload collectively affect the performance of the employees using an intermediate construct of job satisfaction. The highest indirect impact can be seen in the relation between competency and performance where the effects of competency on job satisfaction are favorable (i.e. 0.45) and in turn, the effect of job satisfaction on performance is favorable (i.e. 0.52) to result in an indirect impact of 0.23. The findings reveal that there is significant influence of employee competence on performance; however, this influence is greatest of all when competency is in the form of job satisfaction. Indirect impact of discipline on performance is slightly smaller (beta 0.11) which means that an environment of rules and regulations would create a state of satisfaction and consequently bring indirect improvements in performances. This result

corroborates the theory of more modern literature which presupposes that disciplined work cultures, in addition to enforcing standards, create mental safety and resolution that bring about satisfaction. In contrast, indirect effect of the performance is also negative (20) so that work demands have a negative impact on job satisfaction and cause a decrease in total performance outcomes. This fact shows how important it is that workload is well balanced and managed so that there are enough organizational resources to curb any stresses due to work issues which will maintain fervour and interest by the employees. On the whole, the given model will emphasize the mediator effects of job satisfaction and will once again remind about the need of organizations to nurture ability, awareness, and realistic expectations in order to reach the peak of performance on the part of employees.

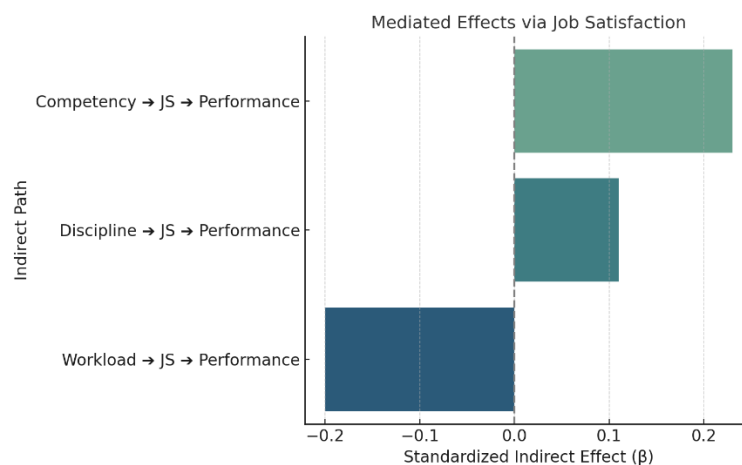


Figure 2. Standardized Indirect Effects of Competency, Discipline, and Workload on Performance Mediated by Job Satisfaction

## Discussion

The study focuses on one of the oldest strands of organizational research how attributes of human capital can be translated into observable and measurable performance outcomes of the organization. Even though the theoretical role of competency, discipline and workload to the prediction of performance have been well recognized, their empirical existence especially through the mediation of job satisfaction have remained under theorized in the realm of a public professional service, like in the case of property appraisal. Therefore, the study further validates and generalizes previous studies of performance modelling by anchoring these human capital variables into the real service organization that is regulated by government agencies. Compared to most of the existing literature, which still analyses the factors in isolation, the integrated results of the structural modelling approach uncovered in this research displays the managerial discretion existing in the state of the mind, precisely job satisfaction, as the most significant footpath through which hard capacities can be fulfilled. Putting competency as an indirect but strong antecedent to performance makes previous assumptions that optimizing performance is through technical mastery only more convoluted (Ishaq et al., 2024). Although technical knowledge continues to be fundamental resource in professional organizations, the results evince that its productive value can only be actualized when it transforms into positive affective consequences, which is job satisfaction in such case. The finding corresponds to the current reviews of skill-based paradigms unable to explain the motivational and connected components of work engagement. Collectively, such remarks invoke the need to invest in both sides of the coin, i.e. both competence building and emotional fulfilment, and this is echoed in the study

by Sousa et al. (2021) on an age-diverse workforce and confirmed a right in high performance cultures where affective states mediate discretionary effort.

Discipline is another strategic but overlooked variable described in the current discussion. Although discipline is often minimized to modality of behavioral control or override of compliance, the idea taken here acts as a subliminal cultural pointer. In companies under management systems like KJPP, discipline does not work as an exercise of observing the rules but an internalized system of expectations that links individual behavior with the reputation of the institution. The finding in this proposal supports the work by Akpa et al. (2021) whose study established the position of performance enhancing quality of strong organizational cultures. show how ethical discipline will not only impact the compliance patterns but also long-term satisfaction and trust, which are required antecedents to a long-term performance. As such, discipline ceases to be seen as a restraint but as a facilitator, which is not well reported in the traditional writings on human-resources.

These adverse effects of workload on job satisfaction were not even surprising, but to raise the point I want to mention it here, especially when discussing the motivational aspect of encouraging managers to boost productivity by assigning them more tasks. Findings show that the workload is directly related to burnout, disaffection and withdrawal tendencies (Hämmig, 2025). The current research explains these connections via mediator relationships: in case the workload is high, it can lead to developing the feelings of urgency and goal-direction, but it takes over when replacing the feeling of psychological recovery and undermining the sense of accomplishment. This dynamic concurs with the Job Demands-Resources (JD-R) theory, according to which uncontrolled job requirements degrade the motivational condition that is required in high performance. Notably, workload maintains the direct positive, though reduced, influence on performance and hence provides its dual nature, which is two-edged as noted by Zhang & Li (2024).

However, the most important thing is that the central role of job satisfaction in mediating the process of transformation of individual attributes into organizational outcomes is repeated. It is discussed that job satisfaction is an attitudinal anchor/driver that is associated with motivation, retention and extra-role behavior as argued. Our paper confirms these claims empirically in the professional service sector which is where the affective parent is not always given sufficient importance. This follows the study by Almuayad & Chen (2024) which asserted that within the knowledge-driven industries satisfaction is a better predictive factor of work performance compared to simple compliance or process following. In addition, satisfied employees have greater organizational citizenship behavior (OCB) and this is usually very important in firms that are more service based, where work is normally not presented in all details.

The results also present a lesson to HR policy-makers and line managers. Particularly, a direct relationship between competency and performance is weak which undermines logic of a lot of training and development investments. Although development of competency is needed, the ROI can never be maximized without simultaneously being combined with those mechanisms that augment intrinsic motivation and psychological well. This opposes the idea of isolated skill-building programs and refers to the integrated systems of human capital, linking learning and satisfaction with goal clarity, which are encouraged.

It has implication in regard to strategy in organizations. This paper confirms the strategic requirement in service-oriented businesses where compliance with regulations and the professional trust rely on both vertical alignment of personal aspirations with organizational requirements on one hand and horizontal alignment of human capital cultivation with

organizational culture on the other hand. This duality has been discussed in the strategic HRM literature long ago (Jiang et al., 2021), but little exploration has been done to demonstrate its practical dynamics within regulated professional contexts. This study contributes to shifting employee experience into a strategic variable in that it demonstrates that satisfaction is not one of the outcomes of a good HR practice because it is actually a performance driver itself.

This study would help in filling the gap between the capability-based perspectives on performance and the affective engagement perspectives. Although the two traditions are rich in explanatory power, in many cases they exist in disciplinary enclaves, HRD or organizational behavior, capability or commitment models. The proposed model is an integrative model that can provide a unifying model as argued many scholars including Gerhart & Feng (2021) to theorize about human capital at multiple levels. It demonstrates that sustainable performance will not take place only because of what people know, but also because of how people feel about what they do. The insight must be used in future research design as well as policy formulation in high-performance work systems.

## Conclusion

This paper affirms this because in addition to technical competency, discipline and the amount of work that an employee has to perform, performance is drastically also based on the amount of job satisfaction that the employees enjoy. Performance is improved when competency is something that brings worthwhile and pleasant work. Discipline plays the optimal role of a culture alignment tool and uncontrolled workload may damage performance through dissatisfaction. The point is obvious: job satisfaction is a strategic handle and not a HR measure. Companies that spend on skills and systems without considering to evaluate the attitude of employees toward the job are prone to underperformance. The pressure does not generate performance, but alignment, between capability, assistance and emotional commitment. To management practice, this implies a reconsideration of performance strategies in a human-oriented way. People are motivated to do sustainable work and not controlled to do tasks. By doing so, organizations will go a notch further into attaining both measurable and meaningful performance.

## References

- Ahmad, M. R., & Raja, R. (2021). Employee job satisfaction and business performance: the mediating role of organizational commitment. *Vision*, 25(2), 168-179. <http://dx.doi.org/10.1177/0972262920985949>
- Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372. <http://dx.doi.org/10.35629/5252-0301361372>
- Almuayad, K. M., & Chen, Y. (2024). Effect of Knowledge Management on Employee Job Performance in Yemeni Banking Sector: the mediating role of job satisfaction. *Journal of the Knowledge Economy*, 1-30. <http://dx.doi.org/10.1007/s13132-024-01791-6>
- Bangsawan, A. S., & Kurniawan, G. (2023). The influence of human resource competence and work motivation on the performance of employees of Public Appraisal Services Office. *Journal of Management Science (JMAS)*, 6(4), 585-590. <https://doi.org/10.35335/jmas.v6i4.321>
- Bharadwaj, S., Khan, N. A., & Yameen, M. (2022). Unbundling employer branding, job satisfaction, organizational identification and employee retention: a sequential

- mediation analysis. *Asia-Pacific Journal of Business Administration*, 14(3), 309-334. <http://dx.doi.org/10.1108/APJBA-08-2020-0279>
- Fan, Y., Potočnik, K., & Chaudhry, S. (2021). A process-oriented, multilevel, multidimensional conceptual framework of work–life balance support: A multidisciplinary systematic literature review and future research agenda. *International Journal of Management Reviews*, 23(4), 486-515. <http://dx.doi.org/10.1111/ijmr.12254>
- Genaidy, A., Salem, S., Karwowski, W., Paez, O., & Tuncel, S. (2007). The work compatibility improvement framework: an integrated perspective of the human-at-work system. *Ergonomics*, 50(1), 3-25. <http://dx.doi.org/10.1080/00140130600900431>
- Gerhart, B., & Feng, J. (2021). The resource-based view of the firm, human resources, and human capital: Progress and prospects. *Journal of management*, 47(7), 1796-1819. <http://dx.doi.org/10.1177/0149206320978799>
- Hämmig, O. (2025). Reward frustration and withdrawal from work in health care—a cross-sectional study among health professionals. *Frontiers in Health Services*, 5, 1498073. <https://doi.org/10.3389/frhs.2025.1498073>
- Hasan, T., Jawaad, M., & Butt, I. (2021). The influence of person–job fit, work–life balance, and work conditions on organizational commitment: investigating the mediation of job satisfaction in the private sector of the emerging market. *Sustainability*, 13(12), 6622. <https://doi.org/10.3390/su13126622>
- Ijadi Maghsoodi, A., Azizi-Ari, I., Barzegar-Kasani, Z., Azad, M., Zavadskas, E. K., & Antucheviciene, J. (2018). Evaluation of the influencing factors on job satisfaction based on combination of PLS-SEM and F-MULTIMOORA approach. *Symmetry*, 11(1), 24. <http://dx.doi.org/10.3390/sym11010024>
- Ishaq, M. I., Sarwar, H., Aftab, J., Franzoni, S., & Raza, A. (2024). Accomplishing sustainable performance through leaders' competencies, green entrepreneurial orientation, and innovation in an emerging economy: Moderating role of institutional support. *Business Strategy and the Environment*, 33(2), 1515-1532. <https://doi.org/10.1002/bse.3557>
- Jackson, L. A. (2025). Bridging the gap: Integrating hotel asset management and real estate finance in undergraduate hospitality education. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 36, 100558. <http://dx.doi.org/10.1016/j.jhlste.2025.100558>
- Janib, J., Rasdi, R. M., & Zaremohzzabieh, Z. (2022). The influence of career commitment and workload on academics' job satisfaction: The moderating role of a supportive environment. *International Journal of Learning, Teaching and Educational Research*, 21(1), 1-17. <http://dx.doi.org/10.26803/ijlter.21.1.1>
- Jiang, H., Wang, K., Wang, X., Lei, X., & Huang, Z. (2021). Understanding a STEM teacher's emotions and professional identities: A three-year longitudinal case study. *International Journal of STEM Education*, 8, 1-22. <https://doi.org/10.1186/S40594-021-00309-9>
- Kalra, A., Agnihotri, R., Talwar, S., Rostami, A., & Dwivedi, P. K. (2021). Effect of internal competitive work environment on working smart and emotional exhaustion: the moderating role of time management. *Journal of Business & Industrial Marketing*, 36(2), 269-280. <http://dx.doi.org/10.1108/JBIM-02-2019-0094>

- Kusumah, A., Suharti, T., Prasetya, A., & Muzaky, R. (2025). Analysis of the Influence of Discipline and Job Satisfaction on Employee Achievement Improvement in the Digital Era. *Moneter: Jurnal Keuangan dan Perbankan*, 13(1), 49-56.
- Leiter, M. P., & Maslach, C. (2011). *Banishing burnout: Six strategies for improving your relationship with work*. John Wiley & Sons.
- Lengnick-Hall, M., & Lengnick-Hall, C. (2002). *Human resource management in the knowledge economy: New challenges, new roles, new capabilities*. Berrett-Koehler Publishers.
- Maslach, C., & Leiter, M. P. (2022). *The burnout challenge: Managing people's relationships with their jobs*. Harvard University Press.
- Nemati-Vakilabad, R., Kamalifar, E., Jamshidinia, M., & Mirzaei, A. (2025). Assessing the relationship between nursing process competency and work environment among clinical nurses: a cross-sectional correlational study. *BMC nursing*, 24(1), 134. <https://doi.org/10.1186/s12912-025-02760-3>
- Nguyen, N. T. H., & Tuan, L. T. (2022). Creating reasonable workload to enhance public employee job satisfaction: The role of supervisor support, co-worker support, and tangible job resources. *Public Performance & Management Review*, 45(1), 131-162. <http://dx.doi.org/10.1080/15309576.2021.2018717>
- Ogedengbe, D. E., Oladapo, J. O., Elufioye, O. A., Ejairu, E., & Ezeafulukwe, C. (2024). Strategic HRM in the logistics and shipping sector: Challenges and opportunities. *International Journal of Science and Research Archive*, 11(1), 2000-2011. <http://dx.doi.org/10.30574/msarr.2024.10.1.0032>
- Pepple, D. G., & Ambilichu, C. A. (2024). Performance appraisal and employee commitment: The mediating role of job satisfaction. *European Management Review*, 21(1), 237-250. <https://doi.org/10.1111/emre.12583>
- Pratiwi, P. L. A., Pawennari, A., & Afiah, I. N. (2022). Analysis of the Influence of Mental Workload on Employee Performance with the Subjective Workload Assessment Technique (SWAT) Method at PT. Bumi Jasa Utama (Kalla Group). *Journal of Sustainability Industrial Engineering and Management System*, 1(1), 23-31. <https://doi.org/10.56953/jsiems.v1i1.10>
- Rafi'i, M. R., Hanif, S. A. M., & Bin Daud, F. (2025). Exploring the link between healthcare organizational culture and provider work satisfaction: a systematic review. *BMC health services research*, 25(1), 904. <https://doi.org/10.1186/s12913-025-12973-6>
- Rao, T. V. (2004). *Performance Management and Appraisal Systems: HR tools for global competitiveness*. SAGE Publications India.
- Rathore, S. S. (2025). *Rathore on Valuation of Assets*. Notion Press.
- Rizka, B., Ibrahim, S., & Sadhana, K. (2024). The Implementation of the National Standards for Higher Education Policy as Quality Assurance. *KnE Social Sciences*, 115-127. <https://doi.org/10.18502/kss.v9i27.17097>
- Roehrich, J. K., Sarafan, M., Squire, B., Lawson, B., & Bouazzaoui, M. (2025). Conflict and contract use in cross-cultural buyer-supplier relationships: the role of cultural context. *Production and Operations Management*, 34(5), 974-992. <https://doi.org/10.1177/10591478241265481>

- Sebele-Mpofu, F. Y. (2023). The informal sector, the “implicit” social contract, the willingness to pay taxes and tax compliance in Zimbabwe. *Accounting, Economics, and Law: A Convivium*, 13(3), 299-342. <https://doi.org/10.1515/ael-2020-0084>
- Selden, S., & Sowa, J. E. (2011). Performance management and appraisal in human service organizations: Management and staff perspectives. *Public Personnel Management*, 40(3), 251-264. <http://dx.doi.org/10.1177/009102601104000305>
- Sousa, I. C., Ramos, S., & Carvalho, H. (2021). Retaining an age-diverse workforce through HRM: The mediation of work engagement and affective commitment. *German Journal of Human Resource Management*, 35(4), 409-435. <https://psycnet.apa.org/doi/10.1177/2397002220979797>
- Swanson, R. A. (2022). *Foundations of human resource development*. Berrett-Koehler Publishers.
- Vitello, S., Greatorex, J., & Shaw, S. (2021). *What is competence? A shared interpretation of competence to support teaching, learning and assessment*. Cambridge University Press & Assessment.
- Wesonga, R., Kaweesi, R., Acheng, P. O., Kibwami, N., & Manga, M. (2022). Evaluation of the Education and Training of Valuation Surveyors in Uganda. *Journal of African Real Estate Research*, 7(1), 78-94. <https://doi.org/10.15641/jarer.v7i1.1141>
- Zhang, Z., & Li, C. (2024). The double-edged sword effect of performance pressure: employees’ self-construal as boundary condition. *Current Psychology*, 43(47), 36174-36185. <https://psycnet.apa.org/doi/10.1007/s12144-024-07095-x>
- Zhao, M., Qiu, D., & Zeng, Y. (2023). How much workload is a ‘good’ workload for human beings to meet the deadline: human capacity zone and workload equilibrium. *Journal of Engineering Design*, 34(8), 644-673. <http://dx.doi.org/10.1080/09544828.2023.2249216>