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Determinants of job performance measurement for employees in the agricultural sector: From the perspective of porter's theory

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Abstract

The job performance is a big concern for both human resource management and the policy makers in the organizations. The organizations need to create effectively appraisal system as the starting point for the job performance appraisal process. The importance of the job performance appraisal processes is increasing every day, due to this appraisal processes can be used to build standards incentives and punishment, recruitment plan and enact criteria such as: transfer, promotion and/ or layoff of the staffs. The paper reviewed the central objective of the determinants of job performance measurement from the perspective of Porter's theory. This paper dwelt on the basic concepts underlying the meaning of Job performance, skills, individual characteristics and employee perception of their job role. This paper try to assist the decision- makers in order them to adopt a clear in which that helps to evaluate the job performance. Therefore, this article review is an effort to close a gap in the literature on human resource management and organizational psychology. Thus, it would contribute to the existing body of literature in the fields of organizational management and human resource development. It would be useful to academics, students and researchers alike that are interested in this field of study.

Keywords: Job performance, determinants, measurement, porter's theory, perspective

Introduction

Job performance is a core concept within work and organizational psychology (Korman, 1977). The attention surrounding the topic has presumably started in the 30's (Bass, 1985) ^[12]. According to Lafta *et al.*, (2007) ^[19], the researchers have made progress during the past ten or fifteen years, in clarifying and extending the job performance concept.

The researchers have adopted various perspectives for studying the job performance (Suliman, 2005). According to Borman (1997) ^[13], that job performance is a continuous process to controversial issue between organizations researchers. On the other hand, Campbell (1990) ^[14] mentioned to that job performance consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization.

However, Bass (1985) ^[12] said that concept of job performance refers to the degree of achievement of the mission at work place that builds up an employee job. According to Kormanis (1977), that job performance is an abstract, dynamic and variable concept. On the other hand, Porter *et al.*, (1965) believed although the job performance is abstract, dynamic and variable concept, group of researchers tried to put the determinants of job performance in an attempt to frame this dynamic concept.

In the same context, Bass (1985) ^[12] referred that while the concept of job performance appraisal is not new, yet the study of employee perception of the concept is still going on. On the other hand, Suliman (2005) referred that job

performance has been used widely as the most important criterion in appraisal processes of the level of job performance. Therefore, there is a need for proper appraisal processes of the level of job performance and evaluate the performance of employee at work (Potosky, 2001).

Literature Review

Numerous studies on the job performance determinants have been conducted to conceptualize and operationalize job performance, identify its determinants and indicators (Barrick, 1991) ^[11]. In another perspective, Campbell (1990) ^[14] mentioned that job performance made up of multiple determinants, these determinants, in turn, are made up of indicators that can be measured directly. From the foregoing deduces that researchers have adopted various perspectives for studying job performance determinants (Potosky, 2001; Lafta *et al.*, 2016; Saleh *et al.*, 2025) ^[, 23, 43].

According to Bass (1985) ^[12], there are two determinants of job performance: individual inputs (i.e. individual difference variables) and job context (i.e. situational variables). In line with the above, Campbell (1990) ^[14] referred the performance can be determined by levels of achievement of each job and the fulfilment of organizational regulations, expectations and requirements for an official role. In the same context, Ghanbari (2012) mentioned that three determinants of job performance: declarative knowledge (it includes knowledge about facts, principles, goals), procedural knowledge and skills (it includes cognitive and psychomotor skills, physical skill) and motivation (Ridha *et*

al., 2020). Below is a complete overview of determinants of job performance measurement from the perspective of porter's theory:

Porter *et al.*, Theory 1968 who came up with a comprehensive testable theory available could any substantial progress in order to realize the relationship between the workers perceptions with the job performance through merging the various aspects which is finally called the Porter *et al.*, (Avolio *et al.*, 1990) ^[10]. On the other hand, Adeyemi (2006) ^[1] said job performance determinants research conducted by Porter *et al.*, Theory 1968 develops a range of independent job performance scales applicable across organizations can be regarded as one of most impressive studies to date. According to Mitchell (1997), Porter *et al.*, Theory has the most popular one of measuring the job performance determinants in the organizations. Theory 1968 was designed to measure three (3) determinants of job performance (Campbell, 1990; Lafta *et al.*, 2011) ^[14, 21].

First determinant, individual effort

In today's world, targets of organizations can be reached only if the employees brought together for a certain purpose do their job willingly and voluntarily (Borman *et al.*, 1997) ^[13]. It became pivotal that for management of organization to pay special attention to individual effort determinant to thereby ensuring optimization of human resources (Lafta *et al.*, 2017) ^[32]. According to Porter *et al.*, Theory (1968), individual effort determinant means the amount of effort exerted and the proportion of workers enthusiasm to perform the works and their motivation level to the job performance.

On the other hand, since the individuals are social beings, their needs and expectations change in course of time and when these expectations are not met; negative attitudes can also be reflected in their individual effort in performing the job (Josias, 2005). El-Maharmah (1996) ^[15], which concluded that employee involvement with centralized decisions will lead to increased performance, and if individual participation is allowed, discretion will increase and lead to enhanced loyalty and commitment.

Second determinant, individual abilities and traits

Individual abilities and traits determinant is a long- lasting research subject on human resource management and organizational psychology merits (Ghanbari & Eskandari, 2012). According to Porter *et al.* Theory (1968), individual abilities and traits determinant relates to the abilities include knowledge, skills and intellectual capacity to perform the job and this determinant refers traits which are important for many jobs are endurance, perseverance and goal directedness. Hence, it became necessary for the management of organizations to pay special attention to abilities as a determinant on increasing the motivation towards the work (Al- Hafidh, 2024).

Third determinant, role perceptions

According to Porter *et al.* Theory (1968), role perception determinant is represented by the individual's behavior during the works based on their perceptions and how the work is performed in the organization. In addition, (Ramadan, 2023) ^[39] pointed that identification of the level

of job performance requires of realizing of the factors that determine this level and the amount of interaction between these factors so, the organizational environment of organizations should be directly related with role perception determinant for the staffs in order to ability for them to adapt on the case of emergencies at work and complied regulations (Jasim, 2016) ^[17].

Conclusion

In spite of the diversities in the definitions of job performance determinants, there is also agreement in the three aspects which are: firstly, employee: means what he or she possesses of knowledge, skills, values, attitudes, and motivation. Secondly, job: it means the requirements and challenges of the job and offer of employment. Finally, situation: means characteristics of the organizational climate and management. Porter *et al.* Theory has the most popular for measuring the job performance of organizations. Porter *et al.* Theory was designed, primarily for job performance in the organizations and the job performance determinants research conducted by Porter *et al.* Theory 1968 can be regarded as one of most impressive studies to date. The theory provides researchers with a robust means for assessing (3) three determinants from job performance.

Recommendations

It is very important for the organizations to determine of job performance measurement to evaluate performance of employees, which is very helpful to evaluate the achievement of organizational goals and to develop the strategies of the organizations, because there are a set of the reasons contributing to low level of job performance appraisal processes such as: inadequate pay, poor career structure, lack of promotion opportunities, inadequate policy appraisal processes at work, poor physical working conditions, lack of employees' attitudes and leadership behavior weakness.

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Conflict of Interest

The author declares that there is no conflict of interest.

Author Contributions

Ahmed Hamdan Lafta designed the study, collected and analyzed the data, interpreted the results, and wrote and revised the manuscript. The author approved the final version of the manuscript.

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