

Employee's Sustainable Performance Process: Developing a Model for Sustaining Employees Performance by Managing Age Diversity

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Abstract

Sustaining employees performance is a critical process. Employee sustainability is crucial for achieving organizational sustainability. For an organization, it's important to understand the individual employees perspective based on their age differences. Needs and resources are different for young employees and old employees. This paper proposes a model of sustaining employees performance of diverse age groups of employees by considering individual employee's based on Herzberg two factor theory, the motivational theory of lifespan development, and transformational leadership theory. This is a conceptual paper in nature and has successfully developed a model. The proposed model has covered important areas which can create employees satisfaction to retain them in the organization. Employee retention has been proposed as a mediator which is a strong component to build employee's sustainable performance. For the researcher and practitioners, it will be recommended to test this model to identify its impact on employees and employers.

Keywords: Job Satisfaction, Employee Retention, Employee's Sustainable Performance, Extrinsic Factor, Intrinsic Factor

INTRODUCTION

Employees are crucial parts of any organization. Organizational sustainability has been widely implemented for fast decades (Patterson, 2001). Employees are an important element of the organization's sustainability. Employee sustainability becomes the point of focus at present. Docherty et al.,(2002) first discuss employees sustainability. Employees getting priority at present. Because organizations understand the necessity of employees sustainability at the organization. Because those employees are sustained at the organization, tend to be more loyal their performance is sustained for longer periods (de Jonge & Peeters, 2019).

Employees as an individual, are different from one another. That is the main issue while treating employees at an organization. Not every employee are responsive to specific factors. Some employees are keen on challenging work, some employees are like to be creative. These issues happen based on age diversity at the organization (Heckhausen et al.,2010). Based on individual differences leaders need to react and treat employees individually. The most important part is to retain the employees as retained employees understand the organization and work for the organizations objective, not subjective (Bass,1990; Shane & Heckhausen, 2019; Terry, 2013).

Employee retention is very difficult for organizations to maintain. Age diversity is another factor that makes the retention process difficult. Shane & Heckhausen (2019) describe that employees seem to be changed and their needs and demands are changed over time and age at the organization. So retain every level of employees are challenging for the organization. Thus managers and leaders are trying very hard to retain their employees at the organization. Because retained employees can achieve organizations sustainability through their sustainable performance (Montu et al., 2018).

This research focuses on the process of sustaining employees of a diverse group, which is quietly complicated to understand handle. This research proposes a conceptual framework by which an organization will be able to understand and handle a diverse age group of employees and achieve employee sustainability. This study assembles the Hertzberg motivational theory by Herzberg et al.,(1959), The motivational theory of lifespan development by Heckhausen et al., (2010), and the Transformational Leadership theory by Bass (1985) to develop this conceptual framework.

LITERATURE

Organizational Sustainability and Employee Sustainability

Employee sustainability cannot describe without a description of organizational sustainability. Employee sustainability is directly derived from organization sustainability (Lang & Murphy, 2014). Organizational sustainability is a business model which creates values that preserve and enhance financial, environmental, and social capital along with developing organizational sustainable growth (Terry Wales, 2013). Article published in inc.com, where organizational sustainable growth is defined as the realistically attainable growth without facing issues or problems.



According to Montu et al., (2018) organizational sustainability is the process of managing organizational growth by considering economic, social, and environmental factors. Which simply define as the triple bottom line. Hart & Milstein (2003) describe that by preventing pollution, product stewardship, clean technology organizational sustainability can be achieved which creates shareholder's value and fulfilling sustainability challenges.

Employees are the most important element in achieving sustainability (Tavyaba et al., 2019). Organizational performance largely depends on employees. Sustainable performance cannot be achieved without considering human elements (Craig, 2018). Organizations and leaders need to encourage employees to perform their tasks actively. Leaders need to develop a positive and sustainable work environment, where employees can perform at their full potential to accomplish their tasks. This means leaders have to nurture employees growth to achieve sustainability (Tavyaba, 2019). To achieve organizational sustainable growth, employee sustainability is a must. When employees don't feel engaged with their job, leaders have to understand that it might be the work environment. When leaders successfully implement a sustainable work system, employees become more active and remain in the organization. In the long run, employees sustainability can be achieved by retaining them at the organization (Craig, 2018).

Transformational Leadership (TFL)

TFL is a theory for leaders to work with teams to develop their follower's performance through identifying needed change, creating a vision among them, and inspiring employees. TFL consider an effective leadership style because it can develop in-role and extra-role behaviours among employees for better performance (Odumeru et al., 2013). Transformational has always been used to develop employee's performance compared to other leadership styles. Jackson, (2020) research Transformational leadership development from the beginning until now. TFL has talked about individual development. TFL always encourages ownership of their work which enhances employee's performance (Hetland et al., 2018). Transformational leadership has a direct impact on employee's performance. TF Leaders always communicate with their followers clearly and provide a positive future direction. TFL treat their staff individually, supports, and encourages their developments. The followers always get encouragement and recognition from their leaders (Buil et al., 2019).

Monje Amor et al., (2020), studied transformational leadership style. Findings suggested TFL is important for employee's performance. Employee's performance depends on task completion. (Chen & Wu, 2020) studied new employee's performance and transformational leadership. The study discussed leadership style, supervisor's positive affect, and supervisor supports. The findings lead that transformational leadership style influence and develop new employee's performance significantly. According to this research, leaders are the main influencers to develop employee's performance.

Different organizational factors drive employees to be discouraged and lower the performance rate of employees. Even task conflict reduces employee satisfaction, which is the cause of bad performance at the workplace (De Clercq & Belausteguigoitia, 2017). For any employees whether new or old, TFL can help them to be developed in the organization. According to Yue et al., (2019), TFL can influence employees to cope with any changes in any organization. There will be issues in organizations. But the major point is to influence and help followers to accept it without lowering the performance (Park & Pierce, 2019, Min et al., 2020).

CHARISMA OF LEADER

The charismatic leadership of TFL has certain characteristics to make its followers to their leaders to improve control and effectiveness to perform their job. The charismatic leadership cultivate employees performance towards sustainable performance. Charismatic leadership can be described as the opportunity for employees to fill up their needs to sustaining performance (Sheehan et al., 2020). Buil et al.,(2019), describe that charismatic leadership develop employees sustainable performance by adding morality and ethics in their perception. Which is very crucial for the development of sustainability among employees performance outcomes.

Meslec et al., (2020), explains that the charismatic leader is able to develop individual employees sustainable performance. The charismatic leadership is excel in its future-focused vision. This vision is highly successful and effective to emotionally attached employees with the leaders to follow leads towards sustainability. Leadership charisma develops a feeling among employees that drive them to be more active towards their performance for hoping a better future return (Lovelace et al., 2019). The charismatic leader set a goal for their subordinate to achieve. Through this process leaders able to pull out the most of their employee's potentiality in task performance. Employees sustain their performance through charismatic leadership because the leader provides empowerment among employees where individual employees themselves pressurized themselves to accomplish the task with higher performance return (Lovelace et al.,2019).

The researcher explains that charismatic leaders develop a strong emotional attachment to bring out the maximum performance output from employees. The impact of the charismatic leader on employees is high because of clarity. Leaders influence employees with clear instruction to build a clear understanding of the cause-and-effect relationship. Employees get the reason to perform and sustain their pace of performance (Antonakis & House, 2014). This is usually the result of strong emotional bonding that derives from the charisma of charismatic leadership (Men et al., 2020).

The charismatic leader develops a clear and plain work environment to sustain employees performance. An environment where employees are able to communicate clearly, focus on performance with full potential by following a clear vision. Employees stay encouraged effectively to perform fully (Hafenbrack et al., 2020). The charismatic leadership develop an effective image among followers by providing a clear vision that leads employees to perform and make them sustain that performance by setting a goal. Employees goal achievement process is important because a leader provides employees with the empowerment to drive themselves (Yunarsih et al., 2020, Ozgenel, 2020). Employees effectiveness plays a crucial role in terms of sustaining their performance to benefit themselves and organizations (Itoya, 2020).

The charismatic leaders help employees to pass the challenges by reducing personal risk, avoiding sensitivity of followers, and unconventional behaviour. Because no employees will perform exceed their self-interest unless they have a leader that respect employees personal and sensitive issues. The charismatic leaders typically influence employees to be more productive at the workplace by helping them to cope with the changes that might negatively affect their performance sustainability. The charismatic leadership enable a sustainable work environment for the employees by inspiration, communicating vision, and handling the harsh situation (Itoya,2020, Watts et al., 2019, Grabo et al., 2017). The impact of charismatic leaders on SEP is huge as employees are able to perform the job by identified vision, proper communication, get supports for performance, able to identify needed to change. Charismatic leadership is not only inspiring the willingness through articulating and communicating a visionary mission, but it also develops energy, confidence, instilling hope and optimism, setting high expectations among employees. The charismatic leader installs these components among individual employees to drive their aim towards performance sustainability by achieving the goal through high performance (Le Blanc et al., 2019).



SUPERVISOR SUPPORT (SVS)

Supervisor support for employees is very important to sustain their performance. Employees to get quick knowledge of their work roles and contribute to sustainable performance (Gordon et al., 2019). Employees often face issues with the changes that occurred in the organization. Which is a barrier to their performance development and slowing down their performance rate (Li & Yuan, 2017). Literature showed that there is a significant impact of supervisors support on sustainable employees performance development. SVS enhance employees task performance by influencing their work-related behaviours (Wang et al., 2019).

Studies reveal that the supervisor has with the characteristics of TFL has the ability to change employees behaviour at work. Transformational leadership change employees behaviour and attitudes which are associated with employee stress reduction, workplace deviance and other attitudinal and behavioural outcomes (Wang et al., 2017; Chen & Wu, 2020). Literature also suggests that supervisors with responsive and empathetic to the employees are capable to manage and sustain employees performance based on the requirements of employees. Scholars and practitioners describe supervisor supports as very important to help employees to adopt uncertain changes and crises (Dhir & Dutta, 2020). By considering the COVID-19 pandemic, supervisor support plays a vital role to sustain their performance through workers needs, accurate and frequent feedback, which help employees to adjust to the changes that occurred by pandemic or crisis (Hamid et al., 2020).

Employees performance depends on employees effectiveness and efficiency to accomplish a certain task. With the support from senior managers or supervisors, employees are able to perform in both effectively and efficiently in their job. Employees need support in their emotional states to sustain their performance to positively valued the organization. Literature supports that supervisors emotional support is an aid to satisfy employees required to perform their tasks (Gordon et al., 2019). When the supervisor interacts with employees, show support, provide help, provides a dynamic orientation process, proper reviews and feedback on employees performance, employees understand that the organization is worthy of their extra efforts. This feeling of employee-supervisor-organization positive relationship is important to develop a sustainable environment to sustain the performance of employees (De Clercq & Belausteguigoitia, 2017, Dhir & Datta, 2020).

Sustainable employees performance largely depends on individual employees job performance and how they sustain their desired level of performance over time (Stuer et al., 2019). From SEP individual employees are not the ones who benefitted, employers are also benefitted from employees sustainable performances. Where employees knowledge, skills, energy, and other abilities that ensure employees performance will be sustained for a longer time (De Vos et al., 2020). With the support from the supervisor, employees are able to open for new experiences that they learned and gained from their performances over time. Employees showed better potentiality to develop their performance when they get proper support to grow (Bozionelos et al., 2020).

Supervisors close supervision, communication frequently, consider individual employees perspectives, feedback on performance are most important. Other studies describe supervisors skills that have a significant impact on sustainable employees performance (SEP) (Min et al., 2020). About person-oriented skills, and task-oriented skills of supervisors. Employees potentiality of good performance, willingness to perform the task, individual employees problems and solutions, and treating individual employees respectfully in person-oriented skills of supervisors. And task-oriented skills of the supervisor is about goal setting for employees and emphasizing high standard performance for individual employees. In both cases, employees get supports to sustain their performance (Dhir & Datta, 2020).

MENTORING

Mentoring has a high impact on reducing work conflict, fatigue, and mental pressure of employees which are driven by the process of performance development and sustainability. Mentors develop employees knowledge, skills, and abilities to perform their job. Mentors help employees to sustain their performance by providing them authority and job control, where they can perform the task to their full potential. Mentors provide proper training for employees to improve their performance outcomes and give autonomy to improve and sustain their performance (Jyoti & Rani, 2019).

Uen et al., (2018), describe that mentoring can be formal and informal, which has a different impact on employee performance. Formal mentors where employees performance is developed and sustained through guidance, protection, coaching, and counselling. Mentors coaching and counselling helps employees develop their commitment to high-performance development by emotionally attaching with mentors (Balaji et al., 2020). Mentors show a positive career outcome where employees job roles and responsibilities are explained properly to perform to their full potential. This way job ambiguity and role ambiguity were removed and a good relationship developed between mentors and mentees. Formal mentors become a role models for employees which continuously encourage employees to perform and sustained (Dachner et al., 2019). Unlike formal mentoring, informal mentoring is developed by the mentors and mentees mutual understanding to helping mentees on their performance (Scandura & Williams, 2004).

Mentoring is crucial for individual employees performance sustainability. Mentors certain characteristics of Transformational leadership, which develop employees adaptive capacity to adopt changes and make changes in their performance quality. Mentors need to develop a confidence level of employees, enhance their ability to understand the subject-matter which helps employees to sustain their performance (Gözükara & Çolakoğlu, 2016). Mentors instruction on job tasks, counselling, guidance, and assistance are the key to sustainable employees performance (Jyoti & Rani, 2019).

Mentors enhancement in person-role implementation promotes employees ability and effectiveness on performance sustainability (Jyoti & Rani, 2019). Successful implementation of the SEP program can be done by cultivating the mentee-mentor positive relationship, where mentees or employees trust, respect, and oblige the mentor's decision and guidance to perform their job. And mentors helps employees to sustain their effectiveness on performance by promoting proper career-related functions (Shane & Heckhausen, 2019). Employees professional as well as personal knowledge development, feedback on performance, friendliness helps mentors to sustain the relationship quality. Quality of relationship builds an effective learning environment where employees self-regulated learning desired improved significantly. Employees drive for achievement, employees long-term productivity, core self-evaluation and employees emotional intelligence developed through a quality mentoring relationship (Nordstrom & Tulibaski, 2019).

By considering employees as a valuable resource, their needs and desired to fulfil the task is crucial to deliver properly. Many researchers explain that employees are including young, middle age, and old age. As their age is diverse so are their needs and demands too (Sheehan et al., 2020; Kooij & Kanfer, 2019). Mentor help them by obtaining knowledge about employees personal as well as work-related needs and demands. Mentors sustain diverse employees performance by transferring knowledge, improve mutual relationships among mentor-mentees-colleagues, developing trust, empathy, identity, social-emotional behaviour, sharing skills, and emotions (Uen et al., 2018; Goldhaber et al., 2020). For performance sustainability, mentors and employees collaboration is needed. Mentor-mentee collaboration creates a competitive advantage for both parties. This collaboration allows the mentor to involve employees in the decision-making process to build a strong sense of purpose for sustainability (Nordstrom & Tulibaski, 2019).



Job Satisfaction

Job satisfaction arises with the quality of the work. Employees are satisfied with their work when they get the motivation to perform their work (Furnham et al., 2009). Job satisfaction also can be defined as the common behaviour to perform a task with an appropriate reward (Robbins, 2006). According to the MTD theory, young employees like tangible or money related rewards and older employees demand more non-tangible or non-monetary rewards. Young people get satisfaction with extrinsic motivational factors; attractive salary, challenging works, rewards on task, but older employees satisfy with intrinsic motivational factors; like responsibilities, well-being, and social status (Shane & Heckhausen, 2019).

Theoretically, those organizations care for employees job satisfaction, usually more productive. Satisfied employees perform better and satisfy their clients and employers also. Along with high productivity, satisfied employees are comparatively loyal to the organizations (Chen, 2006). According to Herzberg (1987) employees with high satisfaction, are greater in performance. Also added that intrinsic motivational factors work better at the work. The absence of hygiene factors creates dissatisfaction among employees. For employees, basics are the must to be satisfied at the end. Higher salary, competitive rewards and awards, monetary compensation (bonus, insurance, money rewards on task e.t.c), and non-monetary compensation (family trip, retirement supports, take part in decision making e.t.c) (Aquino, Griffeth, Allen, Hom, 1997).

Employees who come to the job for the money won't satisfy until organizations and leaders don't make them feel motivated and inspired about the job and organizations objectives. When employees get the attention they feel the importance of being present in the organization and tend to work more (Craig, 2018). Employees demand growth opportunities in the organization through high basic pay, job security, employee-leader relationships, recognition, adequate time, and creativity (Joao et al., 2019).

Employee Retention

Employee retention is one of the critical elements for organizations to maintain for all employees. Sometimes organizations think the retention process would cost them more and they easily recruited new employees. But retention could be costly but retained employees work beyond their self-interest to achieve the organizations objective (Bass, 1985). But when there is no retention policy, organizations used to facing a hard time achieving sustainable growth. The retention process develops strong loyalty among employees, as they get what they need and want from the organization to perform their task to full potential. Employee retention relies on employee satisfaction (de Jonge & Peeters, 2019).

According to Griffeth and Hom, (2001) employee turnover happens either voluntarily or to get a better opportunity like; career opportunities, increased compensation, broadening of current tasks and responsibilities and boredom with the current task (Carvalho et al., 2019, Ampomah & Cudjor, 2015). With poor retention process, the organization needs to replace employees which incurs direct and indirect expenses; cost of advertising, headhunting fees, human resources fee and new hiring cost, losses of production due to empty vacancy, new employee training cost, the employee needs time to adjust with an environment which also included low performance (indirect cost) (Das & Baruah, 2013). When an organization loses employees, with an employee it loses skills, experience, and corporate memory. Lack of employee retention process turns to be costly for the organization's sustainability (Fombrun & Shanley, 1990, Dalton, & Todor, 1979).

CONCLUSION

Employee sustainability is the most important element at present for organizations to achieve sustainable growth. This conceptual paper has showcased the importance of employee sustainable performance and describe the process that how an organization can achieve employee's performance sustainability (Jan et al., 2012). According to Bass (1985), with transformational leadership skills, leaders can make their subordinates perform beyond employee's self-interest. According to Min et al., (2020), employees tend to be more satisfied at work when they get a leader who listens to them and understands their conflicts to perform their tasks. High work issues at the workplace lower the performance quality of employees. Based on the TFL theory individual employees have different conflicts and they should be treated individually. Thus employees can be satisfied at the workplace.

Employee retention plays an important role, as this is a critical part of an organization to maintain. The retention process depends on an employee's job satisfaction. According to Herzberg et al., (1959) job satisfaction relies on several elements; status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations. Not only these basics but also challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth (Anah, Mojekeh, & Obikeze, 2019).

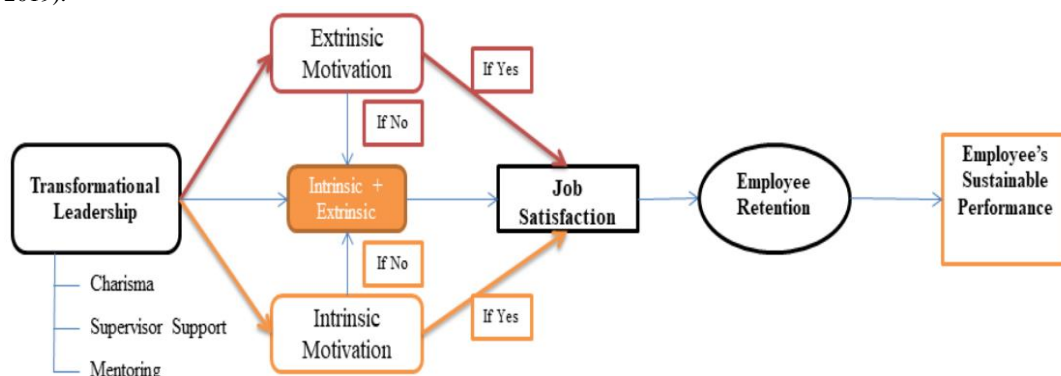


Fig 1. Proposed Model for Employee's sustainable Performance of diverse age groups of people.

According to Heckhausen et al., (2010) the Motivational Theory of lifespan Development, which entails that young employees have more strength and energy than older employees. So young employees are keen on more challenging and hard tasks to develop their career with higher pay, more external rewards. With older employees where they became slow and not likely to take works that need physical strength instead, they are more relaxed as they already achieved their primary goal of higher base pay, higher compensation, minimum work but higher responsibility, more opportunity for creativity. The Transformational theory by Bass (1985), where it says leaders and employers need to understand the individual employees' perception and make them follow the leaders to perform beyond the employee's self-interest. Transformational leadership theory describes that leaders and management's relationship with individual employees to build a more effective production system.

Based on these three theories, Herzberg two factor theory; The motivational Theory of Lifespan Development, and Transformational leadership Theory this conceptual model has been proposed to sustain employees performance of diverse age groups of employees (Heckhausen et.al.,2010, Bass, 1985, Herzberg et.al., 1959). Individual employees perspective is important to develop performance sustainability. The retention process started with employees job satisfaction (Chang, Hou, Wang, Cui, & Zhang, 2020). Based on Herzberg two factor theory and The motivational theory of lifespan development, employee's job satisfaction factors are divided into two sectors; extrinsic factor and intrinsic factor. Extrinsic factors work best for young and physically strong employees and intrinsic factors work best for old and self-satisfied (employees with motivated internally to perform the job) employees (Bin & Mahmud, 2019).

Based on the transformational leadership theory, leaders and managers need to understand and apply this concept based on individual differences perspective. When employees are motivated enough by extrinsic factors, they will be satisfied with their job. But extrinsic might not work every time, then leaders have to apply intrinsic factors to satisfy employees. Researchers have identified that employees sometimes need both factors mixed to be satisfied with their job (Ryan & Deci, 2020). Satisfied employees are easy to be retained at the organization. And retained employees performance remain sustained for a longer time (Eliyana & Ma, 2019).

RECOMMENDATION

For future researchers and practitioners, it will be recommended that;

- Analyse the conceptual framework for the actual outcome
- To apply the concept of applying Intrinsic and extrinsic motivation together for employee sustainability
- Apply the combination of three of these theories to develop a diverse framework for employees performance sustainability
- Perform the analysis of managerial and employee's, both perspectives for the more concrete result.

Conflict of Interest

There is no conflict of interest.

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