

Integrated Model of Employee Performance in Human Resource Management: The Role of Motivation, Job Satisfaction, Leadership, and Organizational Commitment

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ABSTRACT

Employee performance is a key determinant of organizational success. In human resource management (HRM), employee performance is influenced by multiple interrelated factors, including motivation, job satisfaction, leadership, and organizational commitment. However, previous studies often examine these variables separately, resulting in fragmented findings.

This study aims to develop an integrated model of employee performance by combining key HRM variables into a comprehensive framework. A conceptual research design was employed using a structured literature review of studies published between 2015 and 2025. The analysis was conducted using a thematic approach to identify key relationships among variables.

The findings indicate that employee performance is influenced by the interaction of motivation, job satisfaction, leadership, and organizational commitment. These variables are interconnected and collectively determine employee productivity and organizational effectiveness.

This study contributes to HRM literature by offering a comprehensive integrative framework that synthesizes multiple HRM variables into a unified model. It also provides practical implications for organizations in designing strategic HRM policies to improve employee performance.

Keywords: employee performance; human resource management; motivation; job satisfaction; leadership; organizational commitment

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1. INTRODUCTION

Employee performance is a critical factor in determining organizational success. Organizations increasingly recognize that performance is not influenced by a single factor but by a combination of multiple interrelated variables (Robbins & Judge, 2017; Dessler, 2020).

Human resource management plays a key role in integrating these variables into effective strategies to improve performance outcomes (Sukmara, 2024; Armstrong, 2021). Previous studies have identified motivation, job satisfaction, leadership, and organizational commitment as key determinants of employee performance (Permatasari & Sukmara, 2026; Robbins & Judge, 2017; Meyer & Allen, 1991).

Empirical evidence also shows that competence, discipline, and organizational systems significantly influence performance across different sectors (Sukmara et al., 2024; Becker & Huselid, 1998; Yoppi & Ading, 2024).

In addition, technological developments such as artificial intelligence, digital transformation, and HR analytics have reshaped HRM practices and employee performance management (Widyarini et al., 2026; Astari et al., 2026; Nugraha et al., 2026).

Despite extensive research, many studies still examine these variables independently. Therefore, this study aims to develop an integrated model of employee performance within HRM.

2. LITERATURE REVIEW

2.1 Motivation, Job Satisfaction, Leadership, and Commitment

Motivation drives employee behavior and performance (Herzberg, 1959). Job satisfaction reflects employees' emotional responses to their work (Locke, 1976). Leadership influences employee attitudes and organizational outcomes (Robbins & Judge, 2017), while organizational commitment reflects employees' attachment to the organization (Meyer & Allen, 1991).

These variables are influenced by organizational culture, leadership, and HRM practices (Sukmara, 2025; Robbins & Judge, 2017). Creativity, innovation, and strategic management also play important roles in shaping employee behavior and performance (Enas et al., 2024; Armstrong, 2021).

2.2 Employee Performance

Employee performance refers to the effectiveness and efficiency of employees in completing tasks (Dessler, 2020). Performance is influenced by competence, motivation, discipline, and organizational systems (Sukmara, 2024; Dessler, 2020).

Empirical studies indicate that transparency, accountability, and organizational systems significantly influence performance outcomes (Sukmayadi & Sukmara, 2024). Work discipline and job satisfaction also contribute to productivity (Sulistyo & Sukmara, 2024).

Low quality of human resources has been identified as a major constraint in achieving optimal performance (Sukmara, 2025).

2.3 Integrated Model of Employee Performance

Employee performance is influenced by the interaction of motivation, job satisfaction, leadership, and organizational commitment. These variables do not operate independently but are interconnected (Permatasari & Sukmara, 2026; Meyer & Allen, 1991).

From a strategic perspective, integrating HRM practices with organizational strategy is essential to achieve sustainable performance (Sukmara et al., 2025; Becker & Huselid, 1998). Work conditions, compensation, and job stability also influence satisfaction and commitment, which ultimately affect performance (Suwanda et al., 2026).

3. METHODOLOGY

This study employs a conceptual research design using a structured literature review approach to develop an integrated model of employee performance. A conceptual approach is appropriate as it allows the integration of theoretical and empirical findings from previous studies into a comprehensive framework (Snyder, 2019).

Unlike empirical studies, this research does not rely on primary data but synthesizes existing knowledge to identify relationships among key HRM variables, including motivation, job satisfaction, leadership, and organizational commitment.

3.1 Data Sources

The data were collected from reputable academic databases such as Google Scholar and Scopus-indexed journals. The study focuses on publications between 2015 and 2025.

Keywords used include “employee performance,” “motivation,” “job satisfaction,” “leadership,” “organizational commitment,” and “human resource management.”

3.2 Inclusion Criteria

The study includes:

1. Peer-reviewed journal articles
2. Studies published between 2015 and 2025
3. Research focusing on HRM variables and employee performance

Irrelevant or low-quality studies were excluded.

3.3 Data Analysis

The data were analyzed using thematic analysis (Braun & Clarke, 2006), involving:

1. Data familiarization
2. Coding
3. Theme development
4. Interpretation

This approach allows a systematic understanding of how multiple HRM variables interact in influencing employee performance.

3.4 Research Framework

This study adopts an integrated framework in which employee performance is influenced by multiple HRM variables, including motivation, job satisfaction, leadership, and organizational commitment.

These variables are not independent but interact dynamically, forming a comprehensive system that determines performance outcomes.

The conceptual model of this study is presented in Figure 1. The model illustrates the relationships between organizational commitment and employee performance within an integrated HRM perspective.

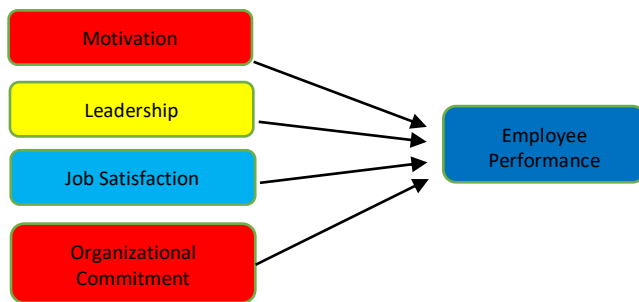


Figure 1. Integrated Model of Employee Performance in Human Resource Management

4. RESULTS AND DISCUSSION

4.1 Key Findings

The findings indicate that employee performance is influenced by multiple interrelated HRM variables, including motivation, job satisfaction, leadership, and organizational commitment.

This finding highlights that employee performance is a multidimensional construct that cannot be explained by a single factor.

4.2 Integrated HRM Perspective

An integrated HRM approach is essential to understand employee performance. Motivation drives effort, job satisfaction enhances engagement, leadership provides direction, and organizational commitment ensures long-term involvement.

These variables interact dynamically and reinforce each other.

4.3 Interaction Among Variables

The interaction among HRM variables creates a synergistic effect on employee performance. For example, leadership can enhance motivation and job satisfaction, which in turn strengthen organizational commitment.

This interconnected relationship explains why integrated HRM strategies are more effective than isolated approaches.

4.4 Theoretical and Practical Implications

This section discusses the theoretical and practical implications of the findings.

Theoretical Implications

This study contributes to HRM literature by developing an integrated model that combines multiple variables into a unified framework.

Practical Implications

Organizations should implement integrated HRM strategies that simultaneously address motivation, job satisfaction, leadership, and commitment to improve performance outcomes.

5. CONCLUSION

This study concludes that employee performance is influenced by the interaction of multiple HRM variables, including motivation, job satisfaction, leadership, and organizational commitment.

An integrated approach is essential to understand and improve employee performance, as these variables operate as a system rather than independent factors.

From a theoretical perspective, this study contributes by developing a comprehensive integrative model of employee performance.

From a practical perspective, organizations are encouraged to design strategic HRM policies that simultaneously address multiple factors affecting performance.

This study is limited as it is conceptual. Future research should use empirical approaches and explore additional variables such as organizational culture, digital transformation, and HR analytics.

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