

JOB CHARACTERISTICS AND SELF-IMPROVEMENT INFLUENCING EMPLOYEE PERFORMANCE: A CASE STUDY OF TSINGTAO BREWERY CO., LTD.

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ARTICLE HISTORY

Received: 24 March 2023

Revised: 12 April 2023

Published: 24 April 2023

ABSTRACT

The purpose of this research was to study personal factors, job characteristics, and self-improvement that influences employee performance at Tsingtao Brewery Co., Ltd. The sample group used in this research comprises 400 employees of the company—data collection by questionnaire and sampling by the convenience sampling method. Data were analyzed by t-test, F-test, and multiple regression analysis. The research found that personal factors such as gender, age, education, and income affect employee performance differently at a statistically significant 0.05 level. Job characteristics such as skills variety, task significance, and feedback affect employee performance at a statistically significant 0.05 level, with a predictive power of 66.2%. And self-improvement such as training, learning and development, and education, affects employee performance at a statistically significant 0.05 level with a predictive power of 63.7%.

Keywords: Personal Factors, Job Characteristics, Self-Improvement, Employee Performance

CITATION INFORMATION: Dan, Z., & Kenikasahmanworakhun, P. (2023). Job Characteristics and Self-Improvement Influencing Employee Performance: A Case Study of Tsingtao Brewery Co., Ltd. *Procedia of Multidisciplinary Research*, 1(4), 7.

INTRODUCTION

The need for development has existed from the past to the present. In particular, human resource development affects the country's development in many ways, including intellectual, moral, ethical, emotional, and physical aspects. This also includes professional skills and problem-solving for stability and happy coexistence. Human development is essential for development in all areas. Human development must begin at the community, regional, and national levels, including setting visions and strategies to guide the country's development in a direction that corresponds to the current environment and economic system and recognizing the importance of focusing on the quality and efficiency created by human development or personnel in the country in various areas such as skills, knowledge, and attitude.

Organizational development is only effective if it begins with human resource development. This is the most critical factor in ensuring the organization operates efficiently and succeeds according to its goals. Therefore, public and private sector managers must be aware of the importance of human resource development and ensure that employees or civil servants are constantly developing knowledge, skills, and abilities. Working effectively can be acquired through continuing education, training, and self-study. To develop an organization or agency to work efficiently, one must begin with human development. When people or personnel are fully developed and ready to enter the various work systems, it will bring efficiency to the organization or agency.

In addition, the current need for human resource development also plays a role. Promoting the country's development in many fields, such as socialization, economy, politics, culture, technology, and education, is very important. The development of the country's industrial system amid changes in the internal and external environment caused by fluctuations in the world economy is progressing rapidly.

Tsingtao Brewery Co., Ltd. is a German beer company established in Qingdao in August 1903 through a joint venture between German and English businessmen. It has a long history among Chinese breweries. Its brand value is 198.566 billion yuan, ranking it first in the Chinese beer industry for 18 consecutive years and among the 500 biggest brands in the world. In 1993, Tsingtao Brewery (HK0168) was listed on the Hong Kong Stock Exchange, becoming the first mainland Chinese company to be listed overseas. On August 27 of the same year, Tsingtao Brewery (600600) was listed on the Shanghai Stock Exchange, becoming the first company in China to be registered in both locations simultaneously. In addition, as of 2021, Tsingtao Brewery has more than 60 breweries in 20 provinces, municipalities, and autonomous regions across the country. The company is a leader in the domestic beer industry due to its size and market share and has reached a record high thanks to its achievements that set new records. The company's total sales reached 7.93 million kiloliters, and its operating income reached 30.17 billion yuan, up 8.7% year-on-year. The net profit attributable to shareholders of the listed company was 3.16 billion yuan, up 43.3% year-on-year. Tsingtao Brewery now exports to more than 100 countries worldwide, including the United States, Canada, the United Kingdom, France, Germany, Italy, Australia, South Korea, Japan, Denmark, and Russia, making Tsingtao Brewery the fifth-largest beer producer in the world.

Therefore, the researcher is interested in studying "Job characteristics and self-improvement influencing employee performance: A case study of Tsingtao Brewery Co., Ltd." to find ways to develop and promote work efficiency and promote the development of the organization, which requires employees to work efficiently. They develop together through development processes in various areas that help development agencies within the organization.

LITERATURE REVIEWS

Concept and theory of job characteristics

Johari and Yahya (2016) defined the meaning of job characteristics, saying that job characteristics promote employee motivation, must bring unity with varying levels of difficulty, and must be able to drive the organization to be independent, including being able to create efficiency in the work of employees so that the organization can move forward.

Ali, Said, Abd Kader, Ab Latif, and Munap (2014) state that the evidence suggests that certain job characteristics influence job behavior and attitudes. Still, these characteristics only affect some employees in similar ways. Research suggests that each person is different in their desire for advancement. People with high advancement requirements are more affected by changes in job characteristics than people with low advancement needs. In addition, the changes in these job attributes do not directly influence the employee's attitude and behavior. But the employee is absorbed by the thought process of the employee. The change is perceived when employees have done their jobs well. The resulting job characteristics provide employees with positive emotional experiences that will psychologically attract them to perform well, which causes motivation to work and greater job satisfaction. Suppose the employee has a consistent record. Thus, the job characteristics theory suggests that specific job characteristics also lead to conditions that require career advancement.

Ali et al. (2014) discussed Hackman and Oldharn's idea that job characteristics promote employee motivation and that the nature of work must bring unity. In this regard, job characteristics can be described in more detail as follows:

- 1) Skills Variety is one of the job characteristics that the worker must develop through skills and expertise for the organization to succeed.
- 2) Task identity is a feature of a task for which operators have gone through the operational process from the beginning until the end and completed the work until it was completed.
- 3) Task significance, or the task characteristics in which the work results are submitted. The impact on one's well-being or work affects others. Working on completed work is meaningful until the employees are satisfied.
- 4) Autonomy, that is, job characteristics that the operator becomes aware of and that affect work efficiency, etc.
- 5) Feedback is the job characteristic that gives feedback so that they can be free to judge or consider the work itself for that work to achieve its goals.

Concept and theory of self-improvement

Bee, Koh, and Wang (2012) stated that self-improvement is trying to do things for yourself to improve, correct, or change in a better direction, including developing more potential in various fields of their own to be effective. Not only themselves but also the personnel in the organization as well as being able to live happily in various societies.

Kurtz (2012) said that self-improvement is an action that enhances knowledge, skills, abilities, and characteristics to increase efficiency in work performance by using various methods and procedures. One may do it manually or have received support from others capable of pushing and supporting the knowledge, thinking methods, and experiences gathered to lead to individual development.

Clegg and Bradley (2006) stated that the goal of self-improvement must be goal-directed development, but that goal is self-defined. or the organization is assigned, which is essential. No matter who sets it, that goal must be achieved by looking ahead or into the future, namely, in the aspect of self-development you want to develop. Therefore, he began to develop himself continuously. To create new knowledge in various fields, including skills in many areas, to prepare for work in the organization.

Nadler (1989) described three aspects of self-improvement as follows:

1) Training is an activity that leads to learning. With a focus on the work currently being done and the goal of upgrading employees' knowledge, abilities, and skills at that time to work in that position, knowledge can be applied immediately.

2) Learning and development are processes. Improve themselves to be more efficient. It will focus on self-improvement, as the organization wants.

3) Education is a direct way to develop human resources because it increases knowledge, skills, attitudes, and the ability of an individual to adapt in all aspects of their life, with a focus on the work of future employees to prepare employees to work on demand for the organization in the future.

Concept and theory of employee performance

Hameed and Waheed (2011) stated that employee performance is the motivation to work that affects performance, including job satisfaction. The result of that work efficiency depends on the employee and the organization.

Bedarkar and Pandita (2014) defined employee performance as work that results in satisfaction and makes money from their work, which refers to their content because they can help others. By considering, for example, providing equal service. Timely service providing adequate service Continuity of service and progressive service.

Petersen and Plowman (1953) introduced the concept of employee performance by summarizing four elements of efficiency as follows:

1) Quality, in the sense that the work must be of high quality. Producers and users must benefit from and be satisfied. The work results must be accurate and up to standard, quickly and before the deadline, to benefit the organization and create satisfaction for customers or people who use the service.

2) Quantity, that is, the work that occurs, must meet the departments' goals through practicable performance and have the appropriate amount of work according to the work plan or target set by the company. There should also be a time limit or a time management plan for completing the volume of tasks according to the goals that have been set. The work that comes out must be balanced with the workforce rate in the department. Before every use, materials, and equipment are surveyed, and the appropriate quantity is kept.

3) The time required for the operation must be determined appropriately according to the nature of the work. There is a development in working techniques that must be more convenient and faster. The work was completed on schedule compared to the difficulty of the work; on-time delivery took less time, and employees worked accurately and quickly.

Therefore, three assumptions were established as follows:

H1: Various personal factors influence the employee performance of Tsingtao Brewery Co., Ltd. differently.

H2: Job characteristics influence the employee performance of Tsingtao Brewery Co., Ltd.

H3: Self-improvement influences the employee performance of Tsingtao Brewery Co., Ltd.

The conceptual framework can be drawn from the literature review, as shown in Figure 1.

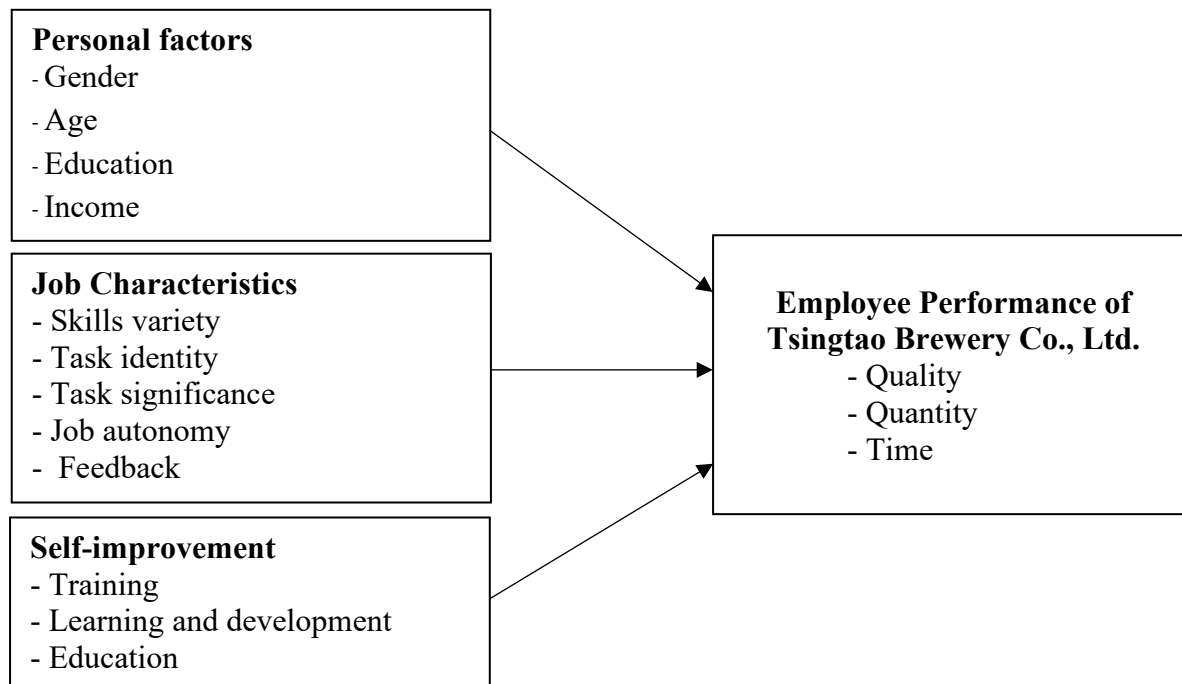


Figure 1 conceptual framework

RESEARCH METHODOLOGY

The population used in this research was 4,700 employees of Tsingtao Brewery Co., Ltd., whose researchers knew a finite population. Therefore, in the formula for calculating sample sizes of Yamane (1973), 400 samples were obtained using non-probability sampling with the convenience sampling method. The tools used in this research were a questionnaire created through the study and research of the concepts and theories used in this study. To obtain information on factors, job characteristics, and self-improvement influencing employee performance. This questionnaire is divided into four parts: (1) A questionnaire on respondents' general information; (2) a questionnaire on job characteristics, including skills variety, task identity, task significance, job autonomy, and feedback; (3) a questionnaire on self-improvement, including training, learning and development, and education; and (4) a questionnaire on employee performance at Tsingtao Brewery Co., Ltd., including quality, quantity, and time. The questionnaire was measured using a 5-level Likert rating scale, and the reliability of the questionnaire overall was 0.969, greater than 0.7. Thus, the questionnaire was considered reliable. The data were analyzed using the number, percentage, mean, and standard deviation. And tested the hypothesis by t-test, F-test, and multiple regression analysis.

RESEARCH RESULTS

The results of the data analysis of respondents' general information It can be concluded that most of the respondents were female (63.25%), aged 21-30 years old (65.50%), had a bachelor's degree (62.75%), and had an income of 5,001-10,000 yuan (49.50%).

Table 1 shows the average and standard deviation of each factor.

Factors	\bar{X}	SD	Level of opinion
Job characteristics	3.98	0.48	Agree
- Skills variety	4.12	0.51	Agree
- Task identity	3.99	0.55	Agree
- Task significance	3.98	0.52	Agree
- Job automation	3.93	0.58	Agree
- Feedback	3.88	0.64	Agree
Self-improvement	4.09	0.50	Agree
- Training	4.09	0.55	Agree
- Learning and development	4.06	0.56	Agree
- Education	4.13	0.53	Agree
Employee performance	4.03	0.48	Agree
- Quality	4.11	0.56	Agree
- Quantity	4.00	0.58	Agree
- Time	3.98	0.54	Agree

From table 1, it was found that most respondents had opinions on job characteristics, self-improvement, and employee performance overall, and each aspect was at the agreed level.

Table 2 shows hypothesis testing of personal factors.

Employee performance	Personal factors			
	Gender	Age	Education level	Income
- Quality	1.466 (0.143)	4.830* (0.001)	1.085 (0.339)	0.469 (0.704)
- Quantity	1.123 (0.262)	7.912* (0.000)	3.563* (0.029)	3.269* (0.021)
- Time	2.113* (0.035)	11.091* (0.000)	0.044 (0.957)	2.130 (0.096)
Total	1.826 (0.069)	10.584* (0.000)	1.238 (0.291)	1.716 (0.163)

* Statistically significant at the 0.05 level.

From table 2, it was found that personal factors such as gender, age, education, and income influence employee performance differently at a statistically significant 0.05 level.

Table 3 shows hypothesis testing of job characteristics.

Job characteristics	b	Std. Error	β	t	Sig.
Constant	0.699	0.124		5.657	0.000*
- Skills variety	0.254	0.040	0.268	6.287	0.000*
- Task identity	0.014	0.042	0.017	0.342	0.733
- Task significance	0.283	0.053	0.309	5.348	0.000*
- Job automation	0.081	0.050	0.099	1.612	0.108
- Feedback	0.202	0.032	0.269	6.230	0.000*
R = 0.817, R ² = 0.667, Adjusted R ² = 0.662, SE _{EST} = 0.278, F = 157.630, Sig. = 0.000*					

* Statistically significant at the 0.05 level.

From table 3, it was found that job characteristics such as skills variety, task significance, and feedback influence employee performance at a statistically significant 0.05 level, which has a predictive power of 66.2%.

The aspect that most influenced employee performance was task significance ($\beta = 0.309$), followed by feedback ($\beta = 0.269$), and the least was skills variety ($\beta = 0.268$).

It can be written in the form of an unstandardized score and a standardized score as follows:

Unstandardized score:

$$\hat{y} = 0.699 + 0.254 \text{ Skills variety} + 0.283 \text{ Task significance} + 0.202 \text{ Feedback}$$

Standardized score:

$$Z_y = 0.268 \text{ Skills variety} + 0.309 \text{ Task significance} + 0.269 \text{ Feedback}$$

Table 4 shows hypothesis testing of self-improvement.

Self-improvement	b	Std. Error	β	t	Sig.
Constant	0.910	0.121		7.510	0.000*
- Training	0.104	0.043	0.119	2.390	0.017*
- Learning and development	0.198	0.056	0.230	3.549	0.000*
- Education	0.458	0.049	0.504	9.263	0.000*
R = 0.800, R ² = 0.640, Adjusted R ² = 0.637, SE _{EST} = 0.288, F = 234.589, Sig. = 0.000*					

* Statistically significant at the 0.05 level.

From table 4, it was found that self-improvement such as training, learning and development, and education influence employee performance at a statistically significant 0.05 level, which has a predictive power of 63.7%.

The aspect that most influenced employee performance was education ($\beta = 0.504$), followed by learning and development ($\beta = 0.230$), and the least was training ($\beta = 0.119$).

It can be written in the form of an unstandardized score and a standardized score as follows:

Unstandardized score:

$$\hat{y} = 0.910 + 0.104 \text{ Training} + 0.198 \text{ Learning and development} + 0.458 \text{ Education}$$

Standardized score:

$$Z_y = 0.119 \text{ Training} + 0.230 \text{ Learning and development} + 0.504 \text{ Education}$$

DISCUSSION & CONCLUSION

The discussion results, according to objective (1), found that personal factors such as gender, age, education, and income influence employee performance differently at a statistically significant 0.05 level, which is according to the assumptions set. Because personal factors are different in terms of physicality, attitude, and feelings, different genders influence employee performance differently regarding the job characteristics they do. Some jobs are better suited to men than women. This is consistent with Kato & Shimizutani's (2014) research, which shows that men tend to perform better than women in tasks that require physical strength. At the same time, females tend to perform better in jobs that require social and communication skills. Subsequently, age influences employee performance differently. Because older employees tend to have more experience and knowledge in their field than younger people, leading to higher operational efficiency. They also have good problem-solving skills. However, younger employees may have more energy and adaptability (Sackett, Walmsley, & Beier, 2014). Education level is another factor that influences employee performance. Ayman and Taylor's (1993) research shows that people with higher education will use the knowledge gained from studying to be used in their work and solve problems in principle. At the same time, educated people with less than a bachelor's degree will learn from work experience and specialize in a specific area. And finally, it was found that different incomes influence employee performance. The research of Judge, Higgins, Thoresen, and Barrick (2004) has shown that higher earners are associated with higher job satisfaction, which is a factor that drives that person to work harder than others. Consistent with the research of Hariadi and Mardiati (2019), they conducted a study on the effect of demography characteristics, remuneration, and job redesign on

employee performance with job satisfaction as mediation. The study found that gender, age, and education level affected work performance statistically significantly. And following the research of Omori and Bassey (2019), they conducted a study on demographic characteristics and workers' performance in public service in Nigeria. The research found that gender and age have a statistically significant effect on an employee's performance.

The discussion results, according to objective (2), found that job characteristics such as skills variety, task significance, and feedback influence employee performance at a statistically significant 0.05 level, which has a predictive power of 66.2%, which is according to the assumptions set. Because job characteristics play an essential role in determining the efficiency and job satisfaction of employees, designing the organization's job characteristics allows employees to use various skills and abilities to work successfully and in line with the fast-changing current situation. Therefore, being able to respond to the needs of employees increases operational efficiency. In this research, it was found that skills variety significantly influences employee performance. Where a wide range of skills are required for employee performance. In important jobs, employees need a higher level of skill diversity. As a result, employees use both knowledge and abilities in many disciplines. This adds to the challenges of work and opens up learning opportunities. Employees may use a limited set of skills while performing specific tasks, allowing them to perform tasks within a narrow range. Subsequently, task significance influences employee performance. For the work that is important to the organization, the employees must give it high task significance. These employees feel that the work they do is essential and valuable. Make them more motivated and committed to their work. However, there is little chance of success. But if they have enough motivation and support, they can find the best way to lead the organization to success. And finally, it was found that feedback influences employee performance. And finally, therefore, working with continuous feedback helps employees know their strengths and weaknesses. It was found that feedback influences employee performance. Make employees understand what should be developed and improved for work efficiency. In addition to providing feedback, the organization also supports self-development and improvement through various training courses that correspond to the needs of employees. Consistent with research by Evelyne, Kilika, and Muathe (2018), they studied job characteristics and employee performance in private equity firms in Kenya. The findings revealed that job characteristics, including skill variety, task identity, autonomy, and feedback, significantly affected employees' performance in a statistically significant. And consistent with the research, several characteristics, including skill variety, task significance, task identity, autonomy, and feedback, were positively correlated with employees' performance in a statistically significant.

The discussion results, according to objective (3), found that self-improvement, such as training, learning and development, and education, influence employee performance at a statistically significant 0.05 level, which has a predictive power of 63.7%, which is according to the assumptions set. This is because self-development is essential for employees' growth in their careers. This has a significant impact on employee performance. There are many ways that organizations can support their employees as they develop themselves. Most businesses invest in training, learning, development, and education programs. Enabling employees to acquire new knowledge and skills that enhance operational efficiency and solve problems using principles also increases job satisfaction. Thus, employee self-development is a continuous process that increases knowledge, skills, and self-efficacy for the job. This research found that training is an essential component of self-improvement in the workplace. It involves teaching employees the specific skills and knowledge they want to create. Most of the training is modern, explicit knowledge. Especially training on using modern tools and technology that employees need to familiarize themselves with. These courses will enable them to adapt and use these devices and tools effectively. Later, learning and development are the processes of

developing a person that requires continuity and involve acquiring new knowledge and skills that can be used in work and daily life. Therefore, the organization's investment in helping employees learn more will prepare them to deal with uncertain situations effectively. It also challenges and breaks the boundaries of responsible work. And finally, education influences employee performance. This study is an essential program for all employees today. That will help employees find the field where they want to develop specialized expertise. If the organization promotes and supports this area, it will help them get educational opportunities and increase job satisfaction. This is why they apply the knowledge from their studies to help improve employee performance. This finding aligns with research by Abinaya, Vidya, and Vijaya (2020), who studied the impact of training on self-development (With reference to it sectors). The findings revealed that the career approach, management approach, development approach, and professional approach are components of the employee's development needs. And in accordance with the research of Farid and Taher (2021), they conducted a study on the impact of skills development on employee performance. The research found that employee skill development factors include motivation, career development, training, and experience.

Implications of the study

1) Executives and managers, including the head of the human resources department of the organization, should create programs and training courses. That corresponds to differences in personal factors, considering the development of different genders. To help employees of different genders overcome obstacles in their operations. At the same time, when employees get older, companies may need to customize job descriptions for these employees to build their career paths until retirement. Subsequently, recruiting employees with higher education levels will require a promotion plan or a suitable position to use their knowledge and skills effectively. And finally, the determination of employee income must pay attention to the stability of employees because it influences employee performance. As a result, studies and efforts to improve various forms of remuneration should be conducted regularly.

2) Executives and managers, including the head of the human resources department of the organization, should pay attention to the job characteristics. The details are as follows:

- Skills variety: Executives and managers, including the head of the human resources department of the organization, should ensure that roles are assigned and designed to enable employees to use the variety and abilities of their skills in their work. Because this skills variety and abilities can bring out the inherent potential of employees in other areas and be used more efficiently, the organization must have job rotation. So that employees can try to work in various jobs, allowing them to learn and find a way that suits them or their liking.

- Task significance: Executives and managers, including the head of the human resources department of the organization, must communicate the importance of work to employees. This will help them understand how important and valuable their efforts are to the organization's success.

- Feedback: Executives and managers, including the head of the human resources department of the organization, should provide feedback regularly. To create a mechanism for auditing and evaluating concretely and presenting it as an annual report for employees to acknowledge their weaknesses and operational strengths. And there should be a program or curriculum that will help them in that aspect later.

3) Executives and managers, including the head of the human resources department of the organization, should pay attention to self-development. The details are as follows:

- Training: Executives and managers, including the head of the human resources department of the organization, should provide equal training opportunities for all employees. Because training is essential to increasing employee performance, it also increases knowledge for employees to make them more confident in applying the knowledge from the training course

to work. It's also worth considering employees' specific needs because they want to learn and develop themselves in other areas to elevate job satisfaction.

- Learning and development: Executives and managers, including the head of the human resources department of the organization, should encourage employees to learn and develop themselves continuously. They organize activities that allow employees to participate in listening and making suggestions, such as attending meetings, seminars, etc. In addition, the company should support and encourage employees to engage in lifelong learning. For them to develop sustainable knowledge.

- Education: Executives and managers, including the head of the human resources department of the organization, should provide scholarships for employees. For them to receive knowledge or professional licenses suitable for that job position.

Future Research

- 1) Future research should be conducted using a qualitative research method. To gain insights on employee performance derived from concepts and theories of job characteristics and self-development.

- 2) Future research should explore other factors influencing employee performance, including motivation, organizational commitment, organizational citizenship behavior, etc. This will expand the scope of knowledge that will be gained from this research.

- 3) Future research should use performance measures derived from actual organizational figures, including financial status, cost, number of sales, etc. This will make it possible to assess the cost of investing in developing various employees that influence those numbers.

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Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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