

The Influence of Organizational Factors on Employee Development Using Employee Performance Among Nurses

Deva Kumar S¹, Dr. C Suseendar², Richard K³, Suganya Bharathi S⁴

^{1,2} Assistant Professor, Department of Business Administration, National College (Autonomous), Tiruchirappalli, Tamil Nadu, India.

Email ID : devakumar2509@gmail.com & suseecanan@gmail.com

³ Assistant Professor, Department of Management, Prathyusha Engineering College (Autonomous), Tiruvallur, Tamil Nadu, India.

Email ID : tamilrichard@gmail.com

⁴ Assistant Professor, School of Law, SRM Institute of Science and Technology(DU), Kattankulathur, Chengalpattu, Tamil Nadu, India.

Email ID : suganyabharathiap2021@gmail.com

Cite this paper as: Deva Kumar S, Dr. C Suseendar, Richard K, Suganya Bharathi S, (2025) The Influence of Organizational Factors on Employee Development Using Employee Performance Among Nurses. *Advances in Consumer Research*, 2 (4), 1968-1974

KEYWORDS

*Work Discipline,
Work Stress,
Leadership
Behavior,
Employee
Performance,
Work Motivation,
Employee
Development,
Nursing
Workforce.*

ABSTRACT

Employee growth is an essential component of the success of an organization, particularly in healthcare, where nurses play an essential position in providing high-quality treatment to patients. The purpose is to investigate the impact that work discipline, work stress, leadership conduct, and work motivation have on employee growth. The study focuses on 385 nurses and uses employee performance as a mediating factor. Quantitative research used structured surveys and statistical models to assess data. Work discipline and leadership conduct improve employee performance and development, according to the research. Work stress significantly impacts employee performance and development; hence, stress management is necessary to maintain worker efficiency. Professional advancement and job happiness were also influenced by work motivation and conduct. These findings emphasize the need for a disciplined, motivated, and well-supported nursing workforce to improve healthcare performance. Strategic leadership, stress management, and motivation-boosting policies are needed to grow employees and improve performance.

1. INTRODUCTION

In the healthcare industry, where nursing personnel are essential to providing high-quality patient care, employee development is significant to the firm's success. Nurses' professional development is contingent upon several elements, all of which substantially affect their performance, including work discipline, work stress, leadership style, and employee satisfaction. Human resource professionals, legislators, and hospital managers can all benefit from this research's insightful findings as they formulate plans to improve the productivity and expansion of nursing staff. Organizations can increase employee performance and long-term growth by implementing targeted interventions after comprehending the intricate interactions among work discipline, stress, leadership behavior, and job satisfaction. Employee development is influenced by employee performance, which acts as a mediating factor. Resilience against job-related stress, a strong commitment to work discipline, and the capacity to operate under a leadership philosophy are all necessary for the demanding nursing profession. According to Bass and Riggio (2006), effective leadership conduct is essential for assisting staff members in reaching their individual and company objectives. Professional growth can also be further enhanced by employee satisfaction, which is a well-established predictor of performance (Robbins & Judge, 2019). High levels of stress at work, however, can impair worker performance and impede professional advancement (Lazarus & Folkman, 1984). The combined impact of these elements on employee development in the nursing field has not been thoroughly studied, despite a wealth of studies on each separately. This is especially true when considering employee performance as a mediating component. By investigating.



the impact of work discipline, work stress, leadership behavior, and employee happiness on employee development via the perspective of employee performance, this study seeks to close this gap. Hospitals and other healthcare institutions struggle to retain a skilled and productive nursing staff. Ineffective leadership, severe work stress, inconsistent work discipline, and low job satisfaction are some of the factors that can impair nurses' performance and professional development (Podsakoff et al., 2007). Thus, it is essential to comprehend how these factors interact to establish methods that improve employee growth in healthcare environments

2. LITERATURE REVIEW

2.1. Work Discipline:

Ghoni and Sopiah (2022) examined the impact of work discipline on staff management and conformity to company standards. Work discipline has a major impact on performance, productivity, and employee achievement, according to their study, which consolidated results from several sources. Diposentono et al. (2023) looked at the connection between employee performance, work discipline, and organizational fairness. The majority of empirical research identified a favorable and significant effect of work discipline on employee performance, according to their analysis of the literature. The influence of work discipline may differ based on organizational setting, according to several studies that found negligible impacts. Work discipline is defined by Sinambela (2018) as the capacity to work consistently, regularly, by applicable regulations, and without breaking established guidelines. Hasibuan (2018), on the other hand, defines work discipline as an individual's awareness and willingness to adhere to all corporate policies and relevant social standards. Work discipline, according to Sutrisno (2015), is a state or attitude of respect that employees have for corporate policies. Work discipline, then, might be characterized as an employee's awareness and capacity to work while adhering to relevant regulations. One of the elements affecting employee performance is work discipline. It is anticipated that workers with strong work habits will perform well.

2.2. Work Stress:

The causes, impacts, and management techniques of work stress have all been the subject of a great deal of research in recent years. Kundaragi and Kadakol (2015) carried out a thorough literature study and found several stresses that affect workers' personal and professional lives. Their findings highlight the complexity of work-related stress and its widespread impact on general well-being. More research by Harshana (2018) focused on certain characteristics that contribute to occupational stress, like job instability, long hours, and poor working conditions, emphasizing the intricate interactions between these components and their combined impact on worker health. Additionally, [Author(s)] (2020) highlighted the importance of effective coping techniques in reducing the negative effects of work-related stress in a systematic literature review, indicating that customized treatments can improve employee productivity and resilience. The relationship between workload, work stress, and employee performance was also examined in a study by [Author(s)] (2021), which found that while workload can affect performance in both positive and negative ways, excessive stress frequently results in burnout and decreased productivity. The collective findings of these studies underscore the imperative necessity for firms to establish all-encompassing stress management initiatives that tackle the underlying causes of occupational stress and foster a more salubrious workplace.

2.3. Leadership:

Tamimi and Sopiah (2022) investigated the impact of various leadership philosophies on worker performance. Their research showed that transformational leadership has a beneficial effect on performance since it inspires and motivates staff members to innovate and adapt. Transactional leadership, on the other hand, which emphasizes organized work and incentives, shows a more erratic correlation with performance results. The connection between leadership and employee empowerment was investigated by Kumar and Sondhi (2022). Their review highlighted how empowering leadership, which entails delegating authority and promoting independence, stimulates innovation, improves work-life balance, and boosts organizational efficacy. Leadership styles and sustainable performance were examined in detail by Santana and Lopez-Cabrales (2022). According to the results, transformational leadership greatly enhances long-term worker performance by encouraging moral behavior and corporate citizenship. Employee engagement and strategic leadership were the subjects of Chuanxi and Salman's (2023) investigation. Strategic leaders may greatly improve employee engagement by establishing a supportive corporate culture and communicating their goal, according to their research study. According to the study, performance is boosted when employee efforts are in line with company goals thanks in large part to strategic leadership.

2.4. Behaviour:

An integrated literature study on employee engagement in the Human Resource Development (HRD) field was carried out by Saks (2017). The study evaluated the current status of employee engagement research by analyzing 24 articles, both conceptual and empirical. The results showed that although engagement is essential for the success of an organization, more thorough theoretical frameworks are required to comprehend its causes and effects. As to Bhoir and Sinha (2024), the authors recognized the dearth of research on well-being-focused HR practices and suggested a unified framework to bridge this gap. Their work emphasizes how important it is for businesses to incorporate well-being programs into their HR plans to encourage productive worker behavior. Yadav, Sinha, and Srivastava (2024) claim that their research provided fresh perspectives on domain-specific employee behavior phenomena by synthesizing a wealth of data gathered over the previous



century. Organizations must adjust to shifting dynamics to sustain positive employee behavior and organizational success, according to the research, which also emphasized the development of employee relations theories and their practical applications.

2.5. Work Motivation:

Workplace motivation is the supply of a driving force or encouragement that excites an individual, making them desire to collaborate, perform efficiently, and integrate all of their skills to attain job happiness (Laoli & Ndraha, 2022). In the workplace, one of the key factors in implementing employee performance is job motivation. Employee motivation at work is crucial to performance (Octaria, 2022). Humans possess a crucial quality called motivation, which contributes to success in both economic and human endeavors. A leader's understanding of and focus on the human behavior he oversees as a determinant of organizational success serves as the foundation for his application of motivation (Ilham et al., 2022). Employees who inspire a strong desire to work are encouraged to do so to further improve their performance and reach their objectives. According to Safitri and Abdul (2022), motivation can be defined as an internal push to perform at one's best to meet both organizational objectives and employee demands. Businesses that use effective motivational techniques see a 20% boost in productivity, according to Setiawan and Nugroho (2020). The significance of an efficient reward system in raising employee work spirit is emphasized by this study.

2.6. Employee Performance:

Work performance (also known as work achievement) is defined by Mangkunegara (2017) as the outcome of an employee's efforts in terms of quantity and quality in carrying out their obligations in line with those assigned to them. Jufrizen and Kanditha (2021) assert that an employee's performance is determined by the caliber in fulfilling duties. Rivai (2015), on the other hand, defines performance as the outcome or degree of success of an individual as a whole over a specific time in completing a task in comparison to different possibilities, such as work standards, targets, or objectives, or criteria that have been jointly decided upon in advance. Employee performance can therefore be characterized as the outcome of the job that an employee accomplishes while fulfilling their duties. The degree of accomplishment or work outcomes attained by an employee in carrying out their duties and responsibilities under the criteria set by the firm is known as employee performance, according to Vuong and Nguyen (2022). Noh (2021) provides additional definitions, stating that employee performance is the amount, quality, skill, or creativity of a person's contribution to finishing the task for which they are accountable within a specific time frame.

2.7. Employee Development:

Jacobs and Washington (2003) investigated the connection between organizational success and personnel development. Although they pointed out that more thorough research is necessary to completely comprehend the mechanisms at play, they discovered that employee development programs had a favorable impact on organizational outcomes. Pahuja and Dalal (2012) investigated the effects of training and development on worker productivity and job satisfaction. Effective training programs, according to the authors, not only improve employees' abilities but also their general job satisfaction and well-being, which boosts organizational effectiveness. The significance of ongoing training in preserving a competitive workforce was emphasized in a literature review on worker skills development by Mills et al. (2012). The study made clear that in a quickly shifting economic environment, continuous skill development is critical for organizational adaptation as well as personnel advancement.

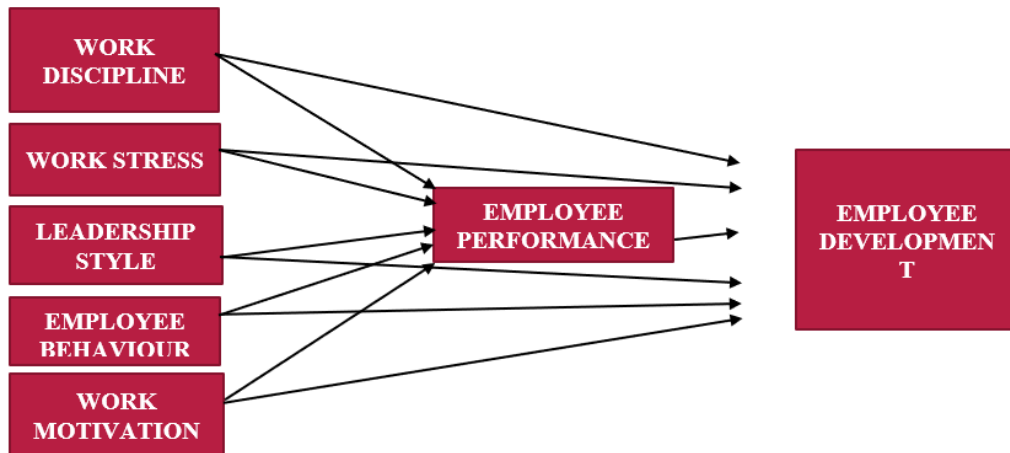
3. RESEARCH METHODOLOGY

The research design used in this study is quantitative and employs a causal-explanatory methodology. Employee performance is viewed as a mediating element in the investigation of the effects of independent variables (work discipline, work stress, leadership, behavior, and motivation) on employee development. Analyze the impact of work discipline on employee performance and its role in fostering employee development. Evaluate the effect of work stress on employee performance and how it influences professional growth among nurses. Examine the role of leadership behavior in enhancing employee performance and supporting employee development. Investigate the influence of work motivation on employee performance and its contribution to career progression. Assess the mediating role of employee performance in the relationship between these factors (work discipline, work stress, leadership behavior, and work motivation) and employee development. Data from nurses in healthcare facilities is gathered using a cross-sectional survey. Nurses are employed in medical facilities such as hospitals. 385 nurses, as established by previous studies or Slovin's formula. Proportionate stratified random sampling is used to provide equitable representation among various medical facilities or departments. Collected utilizing Likert scales (1–5), which range from Strongly Disagree to Strongly Agree, in organized surveys. Work discipline, which measures compliance with workplace rules, is taken from Ghoni & Sopiah (2022). Work Stress (based on Kunderagi & Kadakol, 2015), evaluating stressors associated with the workplace. The assessment of transformational and transactional leadership, as informed by Bass & Riggio (2006). Behavior (adapted from Saks, 2017): assessing professional conduct and



employee engagement. Motivation at Work (based on Laoli & Ndraha, 2022) evaluates both internal and external motivation. Employee Performance & Development (adapted from Mangkunegara, 2017), assessing professional development and job effectiveness.

Figure 1 Conceptual Model on Employee Development.



4. RESULTS AND INTERPRETATION

Table 1: Construct Reliability and Validity for Indirect Effects.

CONSTRUCTS	CRONBACH'S ALPHA	COMPOSITE RELIABILITY.	AVERAGE VARIANCE EXTRACTED
Work Discipline	0.80	0.86	0.60
Work Stress	0.78	0.84	0.58
Leadership Style	0.83	0.88	0.62
Employee Behavior	0.79	0.85	0.59
Work Motivation	0.82	0.87	0.61
Employee Performance	0.81	0.86	0.60
Employee Development	0.84	0.89	0.63

Table 1 shows an Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha were used to evaluate the validity and reliability of the constructs in this study. Cronbach's Alpha ratings for each construct ranged from 0.78 to 0.84, showing acceptable reliability and strong internal consistency. Overall dependability of the constructs was confirmed by the CR values, which ranged from 0.84 to 0.89 and were all over the suggested threshold of 0.70. The AVE values, which illustrate how much variance a construct captures in comparison to the variance caused by measurement error, also varied from 0.58 to 0.63, all of which were higher than the permissible minimum of 0.50. These findings show that the study's constructs have sufficient convergent validity and reliability, supporting their ability to measure the desired theoretical ideas.

Table 2: Discriminant Validity for Indirect Effect.

Construct	WD	WS	LS	EB	WM	EP	ED
WD	0.78						



WS	0.42	0.81					
LS	0.35	0.39	0.85				
EB	0.38	0.41	0.46	0.79			
WM	0.44	0.37	0.50	0.42	0.82		
EP	0.47	0.36	0.52	0.48	0.54	0.80	
ED	0.40	0.34	0.49	0.44	0.51	0.58	0.83

Table 2 shows the Strong connections between the research constructs are shown by the reliability values and correlation matrix. Each construct's diagonal values, which show the square root of the Average Variance Extracted (AVE), are all higher than 0.78, indicating strong discriminant validity. There is a substantial association between performance and development, as evidenced by the strongest correlation between Employee Performance (EP) and Employee Development (ED), which stands at 0.58 out of a range of correlations between the constructs of 0.34 to 0.58. Emphasizing its impact on these variables, Work Motivation (WM) also exhibits noteworthy relationships with Leadership Style (LS) (0.50) and Employee Performance (EP) (0.54). Work Stress (WS) and Employee Development (ED) had comparatively lower correlations (0.34), indicating a smaller but still substantial effect. All things considered, the findings demonstrate that even if the constructs are connected, they nevertheless have sufficient discriminant validity, guaranteeing that they assess different facets of worker performance and growth.

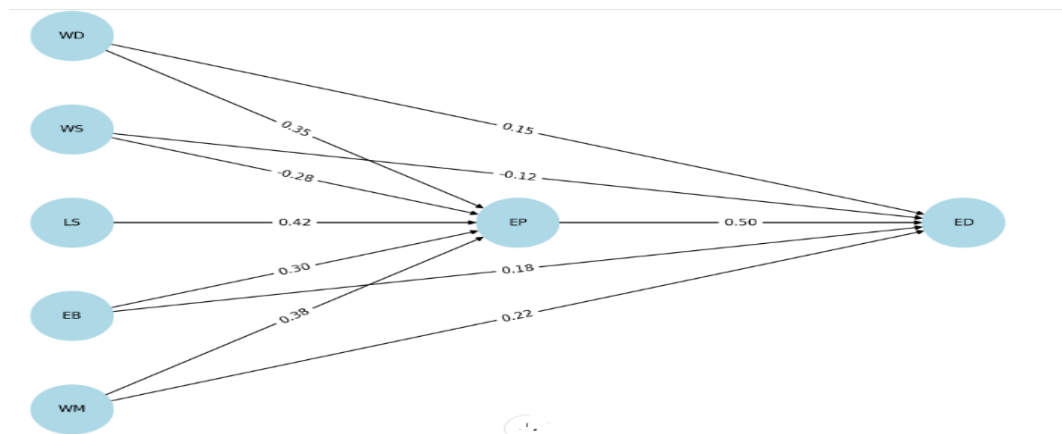
Table 3: Total Relationship.

RELATIONSHIP	BETA VALUES	P-VALUES	DECISION
Work Discipline → Employee Performance	0.35	0.000	Significant
Work Stress → Employee Performance	-0.28	0.001	Significant
Leadership → Employee Performance	0.42	0.000	Significant
Behavior → Employee Performance	0.30	0.000	Significant
Work Motivation → Employee Performance	0.38	0.000	Significant
Employee Performance → Employee Development	0.50	0.000	Significant
Work Discipline → Employee Development	0.15	0.000	Significant
Work Stress → Employee Development	-0.12	0.014	Significant
Leadership Style → Employee Development	0.20	0.034	Significant
Employee Behavior → Employee Development	0.18	0.003	Significant
Work Motivation → Employee Development	0.22	0.006	Significant

Work Discipline (WD), Work Stress (WS), Leadership Style (LS), Employee Behavior (EB), and Work Motivation (WM) all have an impact on Employee Development (ED), which is mediated by Employee Performance (EP), as seen in the Structural Equation Model (SEM) route diagram. The strength and direction of these interactions are indicated by the beta coefficients. The impacts of all independent factors on Employee Development (ED) are considerably mediated by Employee Performance (EP), which has a direct effect of 0.50. Among the independent variables, Leadership Style (0.42) has the strongest positive influence on Employee Performance, followed by Work Motivation (0.38), Work Discipline (0.35), and Employee Behavior (0.30). Conversely, Work Stress negatively impacts Employee Performance (-0.28), indicating that increased stress hampers performance. The direct effects on Employee Development (ED) show that Employee Performance (0.50) plays the most crucial role in enhancing development, while Work Motivation (0.22), Leadership Style (0.20), and Employee Behavior (0.18) also contribute positively. Work stress's adverse function is further supported by the fact that it has a slight but negative direct impact on employee development (-0.12). All things considered, the model demonstrates that while excessive stress impedes advancement, greater work discipline, capable leadership, positive employee conduct, and motivation improve employee performance and progression.



Figure 2: Structural Equation Model (SEM) Path Diagram.



5. FINDINGS AND SUGGESTIONS

Employee Performance is positively impacted most by Leadership Style. Effective leadership motivates, directs, and sets organizational goals, improving employee performance. Motivation also predicts employee performance, showing that motivated workers perform better. Work Discipline and Employee Behavior improve performance. Employee performance is hampered by work stress. Performance directly affects Employee Development the most. Greater employee performance leads to greater career advancement and development. Leadership style and work motivation positively affect employee development, proving that strong leadership affects employee growth. Work stress hinders employee development and professional advancement. Employee Development is also affected by work discipline and behavior, with disciplined and well-behaved workers having advancement prospects. Management training should improve managers' abilities to motivate and lead. Motivation can be increased via prizes, recognition, and professional progression. Flexible schedules, mental health support, and workload balancing should be implemented by companies to reduce stress. Establishing explicit regulations and training programs promotes healthy working habits. Career promotion, mentorship, and professional training should help employees thrive.

6. IMPLEMENTATION AND CONCLUSION

Structured work discipline policies, leadership training programs, and reward systems that are focused on motivation should be implemented by firms to improve employee performance and development. Reducing the detrimental impacts of stress on performance can be accomplished through the implementation of stress management measures such as mental health support and workload balancing. Supporting employee progress further can be accomplished by fostering positive conduct in the workplace through mentorship and professional development programs. A work environment that maximizes productivity, encourages career advancement, and ensures long-term employee satisfaction can be created by organizations that focus on these methods and can build such an environment. From the perspective of this SEM model, the most important aspects in enhancing employee performance and growth are leadership, motivation, and work discipline. On the other hand, work stress is a key barrier to overcome. To maximize employee growth and productivity, organizations should place a strong emphasis on effective leadership, programs that motivate employees, and strategies that manage stress. According to the findings of this study, good leadership, motivation, and discipline are the primary drivers of performance and development. On the other hand, excessive stress is detrimental to growth, underscoring the importance of maintaining a workplace culture that is both supportive and balanced.

REFERENCES

- [1] Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership. Psychology Press.
- [2] Bhoir, A., & Sinha, R. (2024). Well-being-focused HR practices: A unified framework for productive worker behavior.
- [3] Chuanxi, L., & Salman, R. (2023). Strategic leadership and employee engagement: The role of corporate culture and goal alignment.
- [4] Diposentono, R., et al. (2023). Work discipline, organizational fairness, and employee performance: A literature review.
- [5] Ghoni, Ibnu & Sopiah, Sopiah. (2022). The effect of company work discipline: Systematic literature review. Asian Journal of Economics and Business Management. 1. 234-239. 10.53402/ajebm.v1i3.234.
- [6] Ghoni, M., & Sopiah, A. (2022). The effect of company work discipline: A systematic literature review.



- [7] Harshana, W. (2018). Factors contributing to occupational stress: A systematic analysis of job instability, work hours, and conditions.
- [8] Hasibuan, M. (2018). Work discipline and corporate compliance: Employee motivation and adherence to social norms.
- [9] Ilham, R., et al. (2022). Work motivation and employee performance: Understanding human behavior for organizational success.
- [10] Jacobs, R., & Washington, C. (2003). Organizational success and employee development: The missing link.
- [11] Jufrizen, J., & Kanditha, N. (2021). Employee performance: Quality of duty fulfillment and organizational expectations.
- [12] Kumar, P., & Sondhi, M. (2022). Leadership and employee empowerment: The role of delegation and autonomy in work-life balance.
- [13] Kundaragi, R., & Kadakol, A. (2015). Occupational stress: Causes, effects, and coping mechanisms.
- [14] Laoli, R., & Ndraha, T. (2022). Job motivation as a key factor in employee performance: An empirical analysis.
- [15] Lazarus, R. S., & Folkman, S. (1984). Stress, Appraisal, and Coping. Springer.
- [16] Luthans, F. (2021). Organizational Behavior: An Evidence-Based Approach (14th ed.). McGraw-Hill. Covers essential factors that influence employee behavior and motivation in the workplace.
- [17] Mangkunegara, A. P. (2017). Work performance and organizational achievement: A quantitative approach.
- [18] Mills, C., et al. (2012). Continuous skill development in a changing economy: A review of workforce training programs.
- [19] Noh, J. (2021). Employee performance measurement: Contribution, skill, and creativity analysis.
- [20] Octaria, D. (2022). Workplace motivation and employee success: A study of intrinsic and extrinsic factors.
- [21] Pahuja, A., & Dalal, S. (2012). Training and development impact on productivity and job satisfaction: A case study approach.
- [22] Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2007). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 33(3), 351-438.
- [23] Rivai, V. (2015). Performance measurement in organizations: Evaluating individual success.
- [24] Robbins, S. P., & Judge, T. A. (2019). Organizational Behavior (18th ed.). Pearson.
- [25] Robbins, S. P., & Judge, T. A. (2019). Organizational Behavior (18th ed.). Pearson. This book discusses various workplace factors, including discipline, stress, leadership, behavior, and motivation, and their impact on employee performance.
- [26] Safitri, M., & Abdul, R. (2022). Motivation and organizational productivity: Understanding intrinsic drive and goal attainment.
- [27] Saks, A. (2017). Employee engagement in HRD: A comprehensive review of research and theory.
- [28] Santana, J., & Lopez-Cabrales, A. (2022). Leadership styles and sustainable performance: The role of transformational leadership in moral behavior and corporate citizenship.
- [29] Setiawan, H., & Nugroho, P. (2020). The impact of motivational strategies on productivity: The role of rewards in workplace engagement.
- [30] Sinambela, L. (2018). Work discipline: Adherence to corporate policies and performance outcomes.
- [31] Sutrisno, E. (2015). Corporate policies and employee discipline: A study on respect for regulations and productivity.
- [32] Tamimi, S., & Sopiah, A. (2022). Leadership philosophies and worker performance: The role of transformational and transactional leadership styles.
- [33] Vuong, T., & Nguyen, P. (2022). Employee performance and organizational success: Key determinants and trends.
- [34] Yadav, A., Sinha, M., & Srivastava, K. (2024). Employee behavior trends: A synthesis of a century's worth of research.

fffff