

Original Article (Quantified)

Designing a model of employee job performance quality based on job engagement factors and positive behavior

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Abstract

The aim of this study is to present a model of employee job performance quality based on job attachment factors and positive behavior. The research method is applicable in terms of its purpose, quantitative in terms of implementation method, and descriptive-correlational in terms of nature and method. Employees of Islamic Azad Universities in the section 8 of the country, which were 1032 people, were used as the statistical population. Also, the sample size was estimated to be 284 people using the Karaji and Morgan table, and the sampling method at this stage was simple random. A standard questionnaire based on the 5-point Likert scale was used to collect research data. The content validity of the tool was confirmed by specialists and experts, and Cronbach's alpha and composite reliability were used to measure the reliability of the tool. By distributing the questionnaire, the validity of the tool was measured by the construct validity method (external model), convergent validity (AVE), and divergent validity. The AVE value for all variables should be greater than 0.5. SPSS and PLS software were used to analyze the data. The results showed that there is a significant relationship between job commitment and positive behavior with the way of the job tasks performance and its quality with employees, there is a significant relationship between job commitment and positive behavior with the level of employee commitment to work and responsibility, and there is a significant relationship between job commitment and positive behavior with the level of employee effort to achieve the organization's goals.

Keywords:

Positive behavior,
employee
commitment,
Job commitment,
Quality of employee
job performance,
Employee effort

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Extended abstract

Introduction

Since the ninth decade of the twentieth century, a kind of reintegration between external and internal life has been taking shape. One of the important areas in which that integration has been raised is the business environment of organizations. Studies and research also show that providing a new paradigm for working in organizations is essential for work and life. In the 1970s, a new movement that promotes positive behavior as a characteristic of employees emerged, and among the new paradigms, the positive behavior paradigm in the workplace has gained considerable popularity in recent decades. According to many researchers, this new paradigm of the workplace is derived from quantum physics, cybernetics, chaos theory, cognitive sciences, Eastern and Western religions and rituals; and is in fact a reaction to the modern dry and mechanistic paradigm and has been considered one of the main trends in the 21st century (jung et al., 2021). This paradigm serves as a confirmation that employees enter the workplace with more than just their body and mind, and bring with them personal talent and unique spirit (Hong, 2019). From a social perspective, the most interesting thing for organizations is to have employees who do their jobs well. Good performance increases the productivity of the organization, which ultimately leads to an increase in the national economy (Abdulrahman et al., 2022). Performance is a composite construct according to which successful employees are characterized by a set of behaviors, so job performance is a multiple and broad criterion in which the set of carefully defined behaviors is used to express it (Pham et al., 2024). It is also believed that job performance is a composite construct based on which successful employees can be identified from unsuccessful ones through a set of specific criteria (Abdulrahman et al., 2022). One of the key factors affecting job performance is job engagement. Job engagement is a state of energy, enthusiasm, and focus that engages an individual in work activities. Employees with high job engagement feel meaningful and purposeful toward their tasks, are more resilient in the face of difficulties, and have a strong desire to grow and progress in the workplace (Akbari et al., 2023). Such a state causes the individual to be more motivated and enthusiastic about fulfilling organizational responsibilities, and as a result, the quality of job performance increases (Razmtalab et al., 2023). Job engagement is the perception that a person shows toward their work and dedicates their body and soul to their tasks, and the individual considers their job as the most important part of their life, and job satisfaction comes from performing their tasks. Greein et al. (2020) found that employees with high job engagement responded more to items related to internal factors, while employees who chose items related to external factors showed low job engagement. On the other hand, positive behavior is a set of positive characteristics and attitudes such as optimism, hope, trust, forgiveness, altruism, and satisfaction in work interactions that lead to the creation of a healthy and dynamic atmosphere in the organization. Employees who have a positive attitude not only show resilience and flexibility in the face of problems, but also help strengthen collective morale and increase organizational productivity by creating constructive and empathetic relationships in the workplace (Abdulrahman et al., 2022).

On the other hand, the higher education and university sector is considered one of the most important areas of sustainable development in human societies due to its direct connection with humans. Achieving this requires healthy, cheerful, and motivated employees. The effectiveness of the organization requires having competent employees who are interested in their jobs. Their desire increases the effort to achieve organizational goals. Organizational commitment, which is a consequence of work attachment, is the greatest human resource of universities that has a significant impact on increasing the quality of services. Dissatisfaction and lack of feeling of belonging and loyalty of employees to the organization leads to delays,

absenteeism (psychological-physical), and leaving the organization, which, in addition to numerous costs, also affects the morale of other employees. Employee performance also affects the morale of other employees. Therefore, the basic question of this research is: What is the appropriate model for explaining the quality of job performance of employees of Islamic Azad Universities in the section eight of the country based on job attachment factors and positive behavior?

Theoretical foundations

Quality of job performance

Job performance is one of the most fundamental concepts in organizational behavior and human resource management, which refers to the degree of success of employees in performing job duties and achieving organizational goals. Employee performance is not only the result of skills and abilities, but also a combination of motivation, attitude, work environment conditions and organizational interactions (Vaghari et al., 2023). Job performance quality focuses on the qualitative dimensions of task performance and is related to accuracy, creativity, teamwork, sense of responsibility and adherence to professional standards at work. In this view, performance is divided into two categories: task and contextual; task performance refers to the correct and effective execution of activities directly related to the job description, while contextual performance includes behaviors that indirectly contribute to improving the workplace and increasing productivity, such as cooperation, discipline and initiative in solving problems (Sayyed Naghavi et al., 2023).

Job Engagement

Job engagement, as one of the central concepts in positive psychology and organizational behavior, refers to a positive state of mind in which employees immerse themselves in their work with high energy, enthusiasm, and focus (Soltani et al., 2020). A job-engaged individual considers their job to be part of their personal identity and that performing tasks is not just a responsibility for them, but also a source of meaning and inner satisfaction. This concept is opposed to indifference and job burnout and makes employees feel proud, excited, and dynamic about doing their work. (Akbari et al., 2023).

Positive Behavior

Positive behavior is a concept derived from the positive psychology approach that emphasizes the growth and flourishing of human capabilities. In the workplace, positive behavior refers to attitudes and behaviors that are based on optimism, hope, trust, resilience, and altruism (Luthans et al., 2024). Employees with a positive attitude see problems as opportunities, gain energy from interacting with others, and exhibit more constructive behaviors when faced with challenges (Haji et al., 2023).

Uraon et al. (2024) in a study titled "The Effect of Perceived Justice of Performance Appraisal Methods on Job Satisfaction and Intention to Stay: The Mediating Role of Job Commitment" examined the role of perceived justice in performance appraisal processes. Data were collected through 650 structured questionnaires among employees of 50 information technology companies, and 503 samples were analyzed. The analysis method was structural equation modeling with partial least squares. The results showed that the perception of justice of performance appraisal has a positive and significant effect on job satisfaction, intention to stay, and job enthusiasm. Also, job enthusiasm partially mediates between perceived justice and job satisfaction and intention to stay.

Research Methodology

This research is applicable in terms of purpose, and descriptive-correlational in terms of method. Employees of Islamic Azad Universities in the section eight of the country,



numbering 1032, were used as the statistical population. Also, the sample size was estimated to be 284 using the Karaji and Morgan table, and the sampling method at this stage was simple random. To collect data, a standard questionnaire on a five-point Likert scale was used. The findings from the Cronbach's alpha test and composite reliability to measure the reliability of the research tool are reported in Table 2. To examine the validity of the tool, content validity (expert opinion) was used and its validity was confirmed. Then, by distributing the questionnaire, the validity of the tool was measured with three methods: construct validity (external model), convergent validity (AVE), and divergent validity. The AVE value for all research variables must be greater than 0.5. In order to test the research hypotheses, structural equation modeling was used in the context of the smart pls2 statistical software.

Research findings

The research findings showed that job engagement and positive behavior play an important and synergistic role in improving the quality of performance, increasing commitment and responsibility, and strengthening employees' efforts to achieve organizational goals. Employees who feel a sense of belonging and have a positive attitude toward their jobs perform their duties with greater accuracy, creativity, and discipline, and show higher motivation to achieve goals.

Discussion and Conclusion

The research findings showed that job engagement and positive behavior play a key and synergistic role in improving the quality of performance, increasing commitment and responsibility, and strengthening employees' efforts to achieve organizational goals. In other words, employees who feel a sense of belonging and have a positive attitude toward their jobs not only perform their duties with higher accuracy and quality, but also show greater commitment and strive with greater motivation to achieve organizational goals.

Data analysis showed that employees with high job commitment and positive attitudes perform their tasks with more accuracy, order, creativity, and responsibility. This finding is consistent with the studies of Ebadi et al. (2021) and Greein et al. (2020), which have introduced job commitment as a factor in improving the quality of job performance. Also, Luthans et al. (2024) showed that positive behavior improves problem solving and professional interactions. These findings emphasize that in order to improve the quality of performance; in addition to skills and knowledge, employees' psychological resources and positive attitudes should be strengthened. The results showed that employees who are committed and positive have a higher commitment to their work and carry out their responsibilities more seriously. This result is consistent with Uraon et al. (2024), which showed the mediating role of job enthusiasm in the relationship between perceived justice and job commitment. Positive behavior also increases the level of commitment and responsibility of employees by enhancing motivation and resilience. These findings confirm the importance of creating a supportive and positive work environment to maintain commitment and reduce employee turnover. The findings showed that job engagement and positive attitude increase employees' effort to achieve organizational goals. These results are consistent with Jiang et al. (2024) and Rego et al. (2021), who showed that positive attitude and intrinsic motivation enhance employees' active participation and effort to achieve goals. Therefore, cultivating attachment and positive attitude not only affects the quality of tasks, but also the purposeful effort of employees.