

# The Impact of Job Performance in Companies in Latin America and the Caribbean

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## Abstract

The purpose of this article was to analyze the impact of work performance on companies in Latin America and the Caribbean. The methodology used was a qualitative approach, a literature review was carried out through the documentary analysis of scientific articles, triangulation was also used as a technique for the analysis of information. Among the main results are: Job performance has a significant impact on productivity, effectiveness of public management and work performance in the region, human resource management is fundamental in the performance and productivity of workers; and motivation, satisfaction and commitment influence organizational performance. It was concluded that work performance impacts sustainable development and organizational growth in the region, likewise, selection, training, well-being, motivation and communication in human resources management optimize work performance.

**Keywords:** work performance, productivity, human resource management, motivation, Latin America.

## 1. Introduction

Nowadays, it is imperative to analyze how the work performance of workers affects the benefit of the organization, placing special emphasis on productivity, sustainability and organizational growth. According to the report issued by the Economic Commission for Latin America and the Caribbean (ECLAC) and the International Labor Organization (ILO) (2022), it is highlighted that labor productivity in Latin America and the Caribbean has experienced stagnation and has not managed to recover the levels observed before 1980; in agreement, Apella and Zunino (2022) who argue that technological change it has impacted the performance of workers in the region; likewise, when reviewing the main labor indicators in the region, Planes (2022) points out that during the second half of 2022, the highest levels of employability were recorded, marking a recovery after overcoming the health crisis derived from COVID-19.

In addition, from the analysis of the effectiveness of labor policies to optimize employee performance, in Cárdenas, et al. (2021), it is argued that organizations must incorporate comprehensive strategies adapted to their productivity levels, worker qualifications, physical conditions, and existing regulations; in addition, the importance of agreeing and sequentially executing these strategies between the parties is highlighted. Involved; on the other hand, as expressed by Hernández and Ignacio (2023), Amaral et al. (2019), as well as Correa and Chagüendo (2017), both human talent and the implementation of information and communication technologies emerge as key agents for productivity and competitiveness. Consequently, labor policies are postulated to play a significant role in economic development and worker performance in the region.

At the national level, work performance is an elementary factor in predicting the success of any organization, as reported by the ILO (2020), the adverse effects derived from the pandemic have had a considerable impact on employment and labor income, since the work performance of workers was affected by the temporary closure of companies; in another perspective, Tomaya (2022) reported that 53% of human resources managers of the country's main companies anticipate an increase in labor conflict during 2023; in addition, Sikora (2022) pointed out that, according to Marsh reports, investment in strategies to improve working conditions has increased by 60% globally as a result of the pandemic.

Additionally, from the review of the work carried out by Martín (2023), it is noted that there are multiple criteria that organizations can use to improve performance, such as: standardizing healthy habits, informing about corporate objectives, personalizing specific content on motivation, managing changes that affect procedures and operability, and improving vertical communication; additionally, the European Institute of Efficient Intelligences (2023), maintains that other complementary measures that can be used are: planning the work agenda, avoiding episodes of distraction, working in blocks with rest, cleanliness and order in the workspace and focusing on a single activity at a time.

In consideration of the negative consequences or possible problems derived from non-observance of work performance, according to Parra (2023) and Eraso, et al. (2017) it is warned that workers can develop burnout syndrome, Castro, et al. (2023) and Hu, et al. (2019) argue that it can generate wear and tear on the physical and psychological performance of employees due to stress and work pressure; these are negative consequences related to work performance and can vary according to each work context, therefore, it is important to know and understand the existing problems in the work environment to generate solutions that allow better work performance and guarantee an adequate quality of life.

In relation to the research problems, the following were written as a general problem: What is the impact of work performance on companies in Latin America and the Caribbean? The specific problems were: What are the human resource management practices that impact the performance and productivity of workers?, and, What are the effects of employee motivation, satisfaction, and engagement on organizational performance?

The justifications of the research were, at the theoretical level, the existing literature on work performance was addressed in order to expand the existing scientific knowledge on the variable;

in the methodological aspect, a qualitative approach was followed because a comprehensive analysis of the phenomenon was carried out, for this, the documentary analysis was carried out and the corresponding research instrument was generated to obtain results faithful to reality and that can be applied in future studies; In relation to the social justification, the factors that influence the performance of the workers will be identified in order to generate information that helps in the strengthening of professional skills; finally, the practical purpose of the information is to generate informative content that contributes to the analysis of existing policies and practices to improve their performance and the competitiveness of workers.

Regarding the objectives, the main one was: To analyze the impact of work performance on companies in Latin America and the Caribbean. The specific objectives of the research were: to analyze human resource management practices that impact worker performance and productivity; and to analyze the effects of employee motivation, satisfaction, and commitment on organizational performance.

In addition, the studies presented by Bernal, et al. (2023), which address the importance of job descriptions and their impact on job performance, and by Jaramillo and Streubel (2021), who explored the existing link between the vocation of service and work performance in the public sector, were taken into account as research background at the national level ; on the other hand, in the international research of Saavedra (2022) where the quality of work life in Colombian and regional companies was examined , as well as the study by Garzón et al. (2023), focused on work performance during the context of the pandemic and its influence on infrastructure development. This research contributes to the identification and understanding of the variables and the phenomenon analyzed in its different contexts and is valuable for the formulation of new studies and strategies aimed at improving work performance.

Additionally, the theories of the influence of work performance on the effectiveness of public management developed in the study by Chuchón (2023) were considered, which considers the relevance of work performance in the implementation of public policies and the management of human talent in public entities; likewise, the theory of motivation was taken into account according to the article by Neto, et al (2023) because it addresses the motivational factors that influence State workers to meet institutional objectives; finally, the theory of Leadership and individual performance was considered according to the research of Vaca (2017) where a model is presented to measure leadership, communication, resistance to change and the performance of the company. These theories are relevant because they generate a broader vision of work performance with other variables such as motivation, leadership for the adequate development of the institution.

## **2. Methodology**

The study was carried out following the qualitative approach, which consists of the methodical study of educational and social phenomena, and in order to understand in depth and generate new experiences of socio-educational environments; it is essential to understand that the qualitative methodology studies everyday phenomena that involve a sector of the population, considering their relevanceidiosyncrasies, thoughts, feelings and interpersonal relationships.

As an instrument of information analysis, the most appropriate in qualitative research is triangulation, this process obtains validity and reliability, by employing various methods to collect data, improving the quality of the information.

To fulfill the purposes of the study, we searched for scientific articles in specialized search engines. Keywords or descriptors related to the research topic were used, according to the UNESCO Thesaurus. Subsequently, an exploratory reading was carried out for the selection of the information, identifying its purpose and analyzing its contribution to the purposes of the research.

**Board 1. Articles reviewed in specialized search engines**

Year	Author	Information	Relevance
2023	Bernal, Riveros and Valderrama	The research highlights the relevance of a detailed job description and its impact on job performance, focusing on a specific case study carried out in the Peruvian company.	This study highlights the strategic importance of an adequate delineation of work responsibilities and how this can positively affect employee performance; In addition, by using a specific case study, it provides specific insights that can be useful both for the company in question and for other organizations looking to optimize their work structure and efficiency.
2023	Castro, Chávez, and Arévalo	The study explores the association between emotional intelligence, negative emotions and work performance in university teachers; additionally, providing a comprehensive vision of these aspects.	The study addresses the complex interrelationship between emotional intelligence, negative emotions and work performance in a specific context, such as that of university professors; Additionally, it provides a comprehensive perspective that can shed light on the influence of emotional skills in the academic work environment and contribute to the development of effective strategies to improve teacher performance and well-being.
2023	Chuchón	The research analyzes how job performance directly impacts the effectiveness of public management, highlighting the importance of efficient performance in the public sector.	The research addresses the connection between work performance and the effectiveness of public management, since, by highlighting the importance of efficient performance in the public sector, it provides valuable information for the improvement of government administration. This approach can contribute to the optimization of policies and practices that promote effectiveness and efficiency in public management, thus benefiting society in general.
2023	Garzón, Parra, Castillo and Camacho	The research compares the dimensions of quality of work life in organizations from different regions, offering valuable insights to improve well-being in work environments.	This research is relevant to address the variability in the quality of work life between organizations in different regions. The insights gained can be essential to identify areas for improvement and develop strategies that promote a healthier and more satisfying work environment; In addition, regional comparison can offer unique cultural and contextual perspectives, enriching the understanding of factors that influence the quality of work life.
2023	Salazar	It explores the relationship between the vocation of service and the work performance of public	The study is significant because it addresses the connection between the vocation of service and work performance in the context of public servants.

		servants, highlighting how motivation and commitment influence efficiency in the public sector.	By highlighting the influence of motivation and commitment on public sector efficiency, it offers valuable insights for human resource management in government entities. The results can contribute to the development of strategies that foster a positive work culture and improve the effectiveness of public services.
2022	Saavedra	It discusses how job performance can be an effective method of maintaining organizational efficiency, especially in times of social distancing and changes in work dynamics.	The study explores the effectiveness of work performance as a means of maintaining organizational efficiency, especially in contexts of change such as social distancing; On the other hand, it provides valuable insights into how performance management practices can adapt to changing circumstances, providing practical insights for organizations seeking to maintain high levels of efficiency, even in challenging situations such as those imposed by the pandemic and new work dynamics.
2023	Vine	It examines the relationship between burnout syndrome and job performance in health sciences teachers, providing key information on the well-being of professionals in this field.	This study addresses the connection between burnout syndrome, a phenomenon related to job burnout, and the work performance of teachers in the area of health sciences. The results could contribute to the understanding of how emotional well-being and workload impact the effectiveness of teaching in a crucial field for the training of health professionals. Research is critical to developing work management and support strategies that promote a healthier and more sustainable work environment.
2021	Salazar	The research focuses on exploring the connection between the organizational climate and the work performance of university professors; The study also highlights the importance of the work environment in the efficiency and performance of professionals in the academic field.	This study is relevant in delving into the relationship between organizational climate and job performance, specifically in the context of university professors in Chachapoyas in 2019. The results provide valuable insights into how working environment conditions and dynamics influence teachers' efficiency and engagement. This information is crucial for educational institutions and those responsible for the management of academic staff, since it could guide strategies and policies that improve the work environment and, therefore, the performance of teachers.
2023	Martin	It discusses various strategies for improving job performance, providing a practical and results-oriented approach to increasing efficiency in the workplace.	This study is critical in addressing multiple strategies designed to elevate job performance. Its importance lies in providing a practical and results-oriented approach, offering organizations and employees concrete tools to improve efficiency in the workplace.
2023	Cota, Ochoa, and Córdova	It examines the relationship between work-life balance and work performance in university teachers, providing valuable information on work-life balance.	This study is crucial in exploring how work-life balance impacts the work performance of university teachers. It provides valuable information to better understand how the balance between work and family responsibilities can influence efficiency in the academic environment.

2023	Rodríguez, Carreño, Quijije and Aria,	It analyzes how stress and anxiety impact the work performance of university teachers, identifying key factors that affect efficiency in this specific environment.	This analysis is essential to understand how stress and anxiety can influence the work performance of university teachers. It provides a detailed view of the factors that can affect efficiency in the academic field, which can be fundamental for the design of strategies to support and improve the well-being of educators.
2023	Ramirez	It explores the disergonomic risk factors and their influence on the work performance of university teachers in the Junín region, providing information on ergonomic aspects in educational work.	This study is critical to understanding how disergonomic factors can affect teachers' job performance. On the other hand, it offers valuable information on specific ergonomic aspects that can have direct implications on the efficiency and well-being of educators, thus contributing to the design of preventive measures and improvement in the work environment.
2021	Salazar	It examines the relationship between organizational climate and the work performance of university professors in Chachapoyas in 2019, highlighting the importance of the work environment in efficiency.	The study provides a significant understanding of how the organizational climate influences the work performance of teachers. The importance lies in the identification of environmental factors that can positively or negatively impact the efficiency of academic professionals, which can serve as a basis for the implementation of improvement strategies in higher education work environments.

### 3. Results and Discussion

#### 3.1. Literature review

The literature review provides a comprehensive view of the impact of job performance in the region, which is why various aspects were addressed, such as the effect of the pandemic on the labor sector, the importance of fiscal policies for the generation of formal jobs, technological change and its trends in the labor market, the influence of labor performance in public management, quality of work life, motivation, burnout syndrome, among others.

The relevance of human resource management practices, motivation, satisfaction, and employee commitment in organizational performance is highlighted; likewise, the importance of labor policies, human talent, ICT, organizational climate, and leadership in work performance is highlighted; The reviewed articles provide relevant information to understand the complexity of job performance and its impact on organizations, as well as for the development of strategies aimed at improving job performance.

#### 3.2. Job Performance

The emerging issues related to job performance are the following:

##### 3.2.1. The impact of technological change

According to their research Apella & Zunino (2022), who reported that the adoption of ICT has influenced the productivity and competitiveness of companies, as well as the way workers

interact with their work environments; some authors have also analyzed the impact of technological change on the labor market in the region, as noted in the study by Cárdenas et al. (2021) who consider the importance of job descriptions and their impact on job performance, while Bernal et al. (2023) examined the relationship between service vocation and job performance in public workers; likewise, Amaral et al. (2019) indicated that new occupations emerge while others may become obsolete due to automation and the introduction of artificial intelligence in various labor sectors.

In the field of higher education, Castro et al. (2023) indicated that there is an impact on the academic performance of university teachers due to the fact that they present negative emotions that affect their performance, for this, the arguments of Hu, et al. (2019) must be taken into account, when they argue that new skills must be acquired to adapt to new technologies that modify the work environment, however, the right to disconnect from work must be guaranteed to avoid overloading functions; likewise, we take into account that workers must adapt to work environments as stated in the ILO report (2016) where it is argued that the importance of generating active labor policies in the labor market to guarantee an adequate transition in the effective provision of work with a view to the technological market.

### 3.2.2. The importance of fiscal policies to reduce informality

It is essential to affirm that fiscal policies play a fundamental role in reducing labor informality in the region, since they determine the incentives faced by the various actors involved. In this sense, Cárdenas, et al. (2023) highlight that these policies define the costs and benefits associated with formalization, which impacts the decisions of both workers and companies; Therefore, effective tax policies are those that offer economic incentives for companies and workers to opt for formality, thus improving the tax framework for the benefit of legality. This approach is reflected in the comprehensive strategies and measures designed considering the productivity levels of companies, the training of workers, as well as fiscal conditions and existing regulations, all fundamental elements for the reduction of labor informality.

Likewise, the ILO (2016) pointed out that reducing costs and tax burdens for employers can be a key strategy to encourage the transition from informality to formality, improving the competitiveness of formal enterprises; additionally, ECLAC (2021b) highlighted that formalization guarantees workers' access to social benefits and the social security system.

### 3.2.3. The effectiveness of labor policies

According to the data presented by the ILO (2016), labor policies must be designed in a comprehensive way to balance the flexibility of the labor market with the protection of workers, generating stability in jobs; likewise, it improves working conditions as indicated by Salazar (2023) because work environments where workers' rights are respected generate a fair and balanced environment that benefits all members of the organization and contributes to social stability and sustainable economic performance; on the other hand, the arguments set out in Bernal, et al. (2023) on the implementation of adequate labor policies to reduce informality in employability should be valued because States can implement fiscal and regulatory measures that encourage the transition of workers from one sector to another.

#### 3.2.4. Burnout syndrome

According to Maslach and Leiter (2016) (Parra, 2023) this syndrome is the consequence of the physical, psychological, and emotional affectation of the worker; for this reason, it is evident that the worker is emotionally exhausted and depersonalization can negatively affect an individual's ability to perform their work effectively, thus reducing work performance; therefore, there is an impact on labor productivity, because as Bakker and Demerouti indicated. (2007) (Hu, et al., 2019), the decrease in emotional energy and the lack of connection with others at work are central aspects of burnout, they can have direct repercussions on the quality and efficiency of work; for this reason, Parra (2023) indicated that this syndrome is related to factors such as stress and work pressure, which in turn can affect the physical and psychological performance of employees.

For this reason, Schaufeli and Bakker (2004) (Hu, et al., 2019), argue that timely interventions must be carried out to prevent or reduce burnout, for this, it is essential that employers manage and execute stress management programs and psychological support, which can positively influence productivity and work performance.

Therefore, it is essential to address burnout syndrome in the workplace to promote better work performance and ensure the well-being of workers, since prevention and its approach are important aspects to promote a healthy and sustainable work environment, which in turn can contribute to better worker performance.

#### 3.2.5. Labor productivity

Labor productivity represents a fundamental concept in the economic and social sphere, exerting an influence on both the economic well-being and the development of a nation; To understand this concept, it is essential to consider that productivity evaluates the relationship between the quantity of goods and services produced and the amount of time and resources used for their production. In this context, the approaches of Apella & Zunino (2022) have been considered, who examined the importance of economic growth and the reduction of socioeconomic disparities, underlining the significant impact of technological change on the performance of regional labor markets; in addition, the contributions of Hernández and Ignacio (2023), Amaral, et al. (2019), as well as Correa & Chagüendo (2017), who highlighted that both human talent and the implementation of ICTs stand as outstanding elements in the generation of productivity and competitiveness.

On the other hand, work productivity is also related to motivation, leadership, and the proper development of the institution. According to the theory of motivation developed in Neto et al. (2023), which addresses the motivational factors that influence State workers to meet institutional objectives; in addition, the theory of Leadership and individual performance according to the research of Vaca (2017) presents a model to measure leadership, communication, resistance to change and the performance of the company.

In this context, it is essential to address labor productivity by considering factors such as motivation, leadership, adequate development of the institution, and the implementation of ICTs.



By understanding and addressing these factors, labor productivity in the region can be improved and contribute to economic growth and the well-being of the population.

### 3.2.6. Competitiveness

Considering the approaches of Correa and Chagüendo (2017), work performance has a direct influence on both the productivity and competitiveness of companies; that is why only employees who fully identify with their roles provide efficiency and effectiveness in the execution of tasks, generating a positive impact on the competitiveness of the company; In addition, work performance also has an impact on the effectiveness of public management, extending to the competitiveness of said management.

Consequently, good work performance can contribute significantly to both the productivity and competitiveness of companies and to the effectiveness of public management; In addition, this set of factors, in turn, can influence the economic development and well-being of the region.

## 3.3. Discussion of results

### 3.3.1. Discussion of the general objective

The impact of labor performance on companies in the region is a relevant phenomenon because it directly influences productivity, sustainability, and organizational growth, in consideration of the arguments established in ECLAC and the ILO (2022), it was considered that labor productivity in the region has stagnated and has not been able to recover pre-1980 levels. which highlights the importance of analyzing the impact of work performance in this context; likewise, we must warn of the negative impact of the pandemic as indicated by Planes (2022) because the recovery of employment and the quality of work performance has been severely harmed; on the other hand, Apella and Zunino (2022) argue that technological change has had a significant impact on the performance of the region's labor markets, underscoring the need to understand how job performance relates to these changes.

For this reason, we must consider the arguments presented in Amaral, et al. (2019) where it is argued that the improvement of work performance is directly linked to the increase in the productivity of the company, for this reason, organizations have to have highly committed and competent employees to boost the overall performance of the organization; Mendoza, et al. (2014) on the effects of long-term performance, due to the fact that the training and development of workers' skills contribute favorably to their adaptability and innovation, these being key elements for competitiveness in a dynamic business environment.

In this sense, job performance not only affects productivity, but also influences the effectiveness of public management. Chuchón (2023) analyzes the influence of job performance on the effectiveness of public management, suggesting that good job performance is essential for the effective functioning of government entities; likewise, job performance is associated with emotional intelligence and job performance in specific contexts, such as that of university teachers, according to the study by Castro, et al. (2023).

On the other hand, it was considered that the conditions of the work environment influence the quality of life of workers in the region, since as Garzón, et al. (2023) stated, it is argued that the

conditions of the work environment directly impact the perception of workers about their performance and well-being, underscoring the importance of considering factors beyond specific tasks.

### 3.3.2. Discussion on Specific Objective 1

In relation to human resource management and job performance practices, Amaral, et al. (2019) point out that careful selection of candidates and continuous training programs are positively associated with higher performance at work. Investment in the development of skills and competencies contributes not only to immediate efficiency, but also to adaptability to future changes (Bernal et al., 2023).

For this reason, De Mendoza, et al. (2014) argue that human resources management improves the performance of workers because they are part of training and development programs, therefore, there is a need for organizations to invest in the training of personnel to improve their technical skills and promote a favorable work environment. fueled by the motivation and commitment of its participants.

On the other hand, it should be taken into account that the work environment generates well-being in workers, being the key to adequate work performance, for this reason, Garzón et al. (2023) indicated that organizational culture and work-life balance are factors that influence motivation and satisfaction, and, therefore, productivity; that is why, following the arguments of Neto, et al. (2020) it is essential to apply strategies aimed at effective recognition and to establish a reward system to promote individual and collective work performance, these types of actions being those linked to generating motivation, satisfaction and work commitment, this position being consistent with the theory of work enrichment proposed by Hackman and Oldham (1980) (Cota, et al., 2023) whose foundation is based on the support of enriched work that provides opportunities for autonomy and the achievement of objectives to encourage greater work performance, this being an intrinsic motivation derived from the nature of work to promote the commitment and productivity of workers; Therefore, these arguments must be properly valued to promote suitable work policies that identify the value of the worker within the organization so that they do not develop burnout syndrome or other types of psychological, physical or emotional affectation derived from stress, tiredness, exhaustion or disappointment in the role they play within the organization and the treatment they receive within the organization.

### 3.3.3. Discussion on Specific Objective 3

According to Erasmo, et al. (2023), motivation is a key factor for job performance, since motivated employees have greater productivity and commitment to the organization, on the other satisfaction also influences performance, since satisfied employees have greater retention and commitment to the organization, which translates into greater productivity and quality of work (Castro et al., 2023); in addition, Chuchón's (2023) research shows that job performance is also related to effective public management, since good job performance can improve the effectiveness of public management.

## 4. Conclusions

1. It was concluded that work performance has a significant impact on companies in the region because it influences productivity, the effectiveness of public management and work performance in various contexts, therefore, it must be understood that this impact is fundamental for sustainable development and organizational growth in the region.

2. It was concluded that human resource management is transcendental in the performance and productivity of workers, therefore, careful selection and training, attention to well-being, motivation, recognition, and the facilitation of open and participatory communication are fundamental practices supported by the literature to optimize work performance and contribute to the long-term success of organizations.

3. It was concluded that employee motivation, satisfaction and commitment are essential for workplace well-being and have a direct impact on organizational performance; Therefore, it is necessary to understand these dimensions and implement strategies that promote them are essential to create a work environment that favors excellence and sustainable success of the organization.

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