

## A Bibliometric Analysis of Employee Performance in the Context of Cognitive Dissonance Using Visualizing Networks

Channi Sachdeva<sup>1,\*</sup>, Veer P. Gangwar<sup>1</sup>

<sup>1</sup> Lovely Professional University, Phagwara (Punjab), India

### Abstract

**INTRODUCTION:** This study was designed to give a comprehensively updated bibliometric summary of employee performance when faced with cognitive dissonance in light of recent imperatives and expanding scholarly interest.

**OBJECTIVE:** This research provided a deep knowledge of references, cited sources, countries through network map, relevant sources map with table, relevant authors map with table, frequent keywords used by authors network map, citations per year graph, and co-occurrence of network with networking map.

**METHOD:** In the study, the Scopus database was used to analyse large data. Biblioshiny software was also used for the analysis and verified using a VOS viewer. A mixed (combination of several) techniques is the main focus of the methodological procedure. 400 Scopus-indexed articles and 5 conference papers have been taken to prepare this bibliometrics review with the help of biblioshiny and Vos viewer software.

**RESULT:** The results reveal that employee performance depends on their beliefs and attitudes. These two factors fall under cognitive dissonance theory (CDT).

**CONCLUSION:** It is also fruitful for organizations to study CDT theory for organizational development and employee performance growth.

**Keywords:** Cognitive dissonance, employee performance, CDT, Visualizing Networks

Received on 22 September 2023, accepted on 09 December 2023, published on 20 December 2023

Copyright © 2023 C. Sachdeva *et al.*, licensed to EAI. This is an open access article distributed under the terms of the [CC BY-NC-SA 4.0](#), which permits copying, redistributing, remixing, transformation, and building upon the material in any medium so long as the original work is properly cited.

doi: 10.4108/eetsis.4655

\*Corresponding author. Email: [channikaur105@gmail.com](mailto:channikaur105@gmail.com)

### 1. Introduction

The reality of harmony is revealed through research on cognitive dissonance.

Festinger proposed in 1957 that there is a system in each person's mind that generates an unsettling sense of dissonance, or a lack of harmony. Festinger presented dissonance theory and addressed it as a cognitive consistency theory. Festinger and Carlsmith's 1959 theory states, that dissonance should occur whenever an individual exhibits inconsistent behaviour with their attitudes. Social psychology was dominated by cognitive dissonance theory

and research from the 1950s to the 1970s. The cognitive dissonance hypothesis states that dissonance starts to emerge when a person notices a difference between two or more of their cognitions. The idea revolutionized how psychologists saw psychological processes, particularly how incentives influence the attitudes and behaviour of employees as well as how motivation and behaviour impact perception and cognition. Numerous studies have refuted the modifications of the theory of dissonance and supported Festinger's fundamental definition of dissonance. By the concept of the cognitive dissonance hypothesis, people would want to reduce discord in their surroundings since it would make them feel distressed and unsatisfied with a certain scenario and maybe even their work.[26]. Emphasis on the

significance of the cognitive dissonance that people go through when they are forced to undertake a task that they do not want to accomplish. Three separate internalization processes, each of which is characterized by phases of reflection and cognitive reframing, are set off by the nature of this contradiction. Festinger's cognitive dissonance theory (CDT), which explains and predicts how discomfort might motivate people to modify their attitudes and behaviours in managerial decision-making and the larger organizational environment, has been widely used in management literature. According to the idea of cognitive dissonance, we anticipate that employees' perceptions of the management control system as a danger will have an impact on both purposeful ignorance and workplace deviation [21] and is harmful to employee performance and organizational performance. In management and organizational studies on decision-making, strategy, organizational transformation, social movements, and institutions, cognitive conceptions and framing processes are considered as a framework for action [7]. Employees frequently experience a difference between their beliefs and behaviours, which causes them to feel distressed and affects their decision-making and work behaviours. Employees may experience cognitive dissonance when joining a new company.

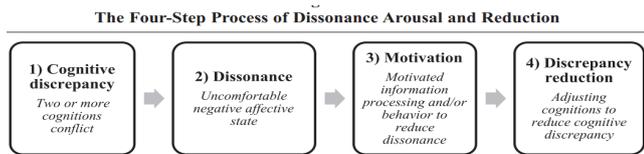
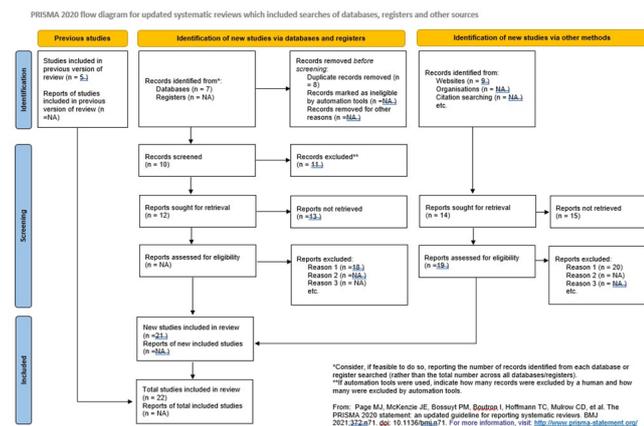


Figure 1. This is a legend. Caption to go below figure

### 1.1. PRISMA Flowchart



Prisma flowchart describes the procedure for choosing and including research in the review in a clear and organized manner. The following justifies the usage of a PRISMA flowchart in a bibliometrics article:

- I. Transparency and Reproducibility
- II. Systematic Review of Literature

- III. Quality Control
- IV. Reporting Guidelines
- V. Clear Methodological Description

PRISMA flowchart would typically show the number of studies identified, screened, and included at each stage of the review. It helps readers assess the comprehensiveness of the literature search and understand how the final set of studies for analysis was chosen to understand the concept of employee performance in relation to cognitive dissonance.

## 2. Literature Review

The notion of cognitive dissonance addresses the problem of attitude transformation [37]. People's understanding of their behaviour, attitudes, and surroundings is comprised of cognitive aspects [35]. The management discipline has embraced and exploited cognitive dissonance to explain several issues [35]. Some researchers proposed that the consequences were caused by non-motivational cognitive processes or issues with impression management [12]. The majority of the literature on expatriate management has fundamentally defined modification as these desired stages that forecast final expatriate outcomes like the work performance of employees in the organization [23]. The idea of achievement, progress, or task completion comes up when the term "performance" is used [26]. Less discord in the workplace would translate into improved job satisfaction for employees.[32]. Because of the way this dissonance manifests, three different internalization processes are brought on by phases of reflection and cognitive reframing [15]. Among the most significant and prolific social psychology theories is Leon Festinger's cognitive dissonance hypothesis, which has given rise to a large number of research investigations [36]. The first CDT test by Festinger and Carlsmith has immediate ramifications for the study of remuneration and the application of incentives to influence employee attitudes [16]. According to Festinger's (1954, 1957) theory of cognitive dissonance, which holds that we experience anxiety (dissonance) when we realize we must act in a way that contradicts our beliefs (cognitions), the assumption is that surface acting has an adverse connection to job satisfaction while deep acting has a beneficial connection to it [7]. The link between emotional regulation techniques and affective and behavioural results based on the idea of cognitive dissonance may be significantly influenced by the psychological processes of the employees [7]. Employees who follow their moral convictions at work may become less productive as a result of cognitive dissonance, which may be seen as stress element that adversely impacts job output [37]. A motivating situation involves cognitive dissonance [38]. Innovations in psychology and technology provide a variety of alternatives for organizations to pragmatically and efficiently integrate sustainability into their day-to-day operations without having to alter employee behaviour [27].

S. No.	Title	Author	Journal Name	Year	weblink	Methodology	Advantages	Disadvantages/ Gaps
1	Making sense of (mis)matched frames of reference: A dynamic cognitive theory of (in)stability in HR practices	John W. Budd, Dionne Pohler, Wei Huang	Industrial Relations	2022	10.1111/ir.12275	purposive sampling	Illustrating the applicability and usefulness of cognitive frame analysis to the employment relationship.	The author hopes that they inspire other researchers to extend the framework.
2	How to Prevent Stress in the Workplace by Emotional Regulation? The Relationship Between Compulsory Citizen Behavior, Job Engagement, and Job Performance	Hung, Tsang Kai Wang, Chih Hung Tian, Mu Lin, Ming Liu, Wen Hsiu	Sage Open	2022	10.1177/2158244021105483	purposive sampling	The findings indicated that job engagement mediates the connection between mandatory citizenship behaviour and job performance, that mandatory citizenship behaviour directly causes the relevantly negative effect on employees' performance, and that emotion regulation moderates the indirect effect of mandatory citizenship behaviour on job performance via job engagement.	More covariates or control factors may be taken into account in future research.
3	Cognitive Dissonance and Public Compliance, and Their Impact on Business Performance in Hotel Industry	Xi, Wen Baymumino va, Nigora Zhang, Yi Wei Xu, Shi Nyu	Sustainability (Switzerland)	2022	10.3390/su142214907	Tool-questionnaire ,non-probability sampling techniques	Individual employees' cognitive dissonance has little bearing on the company's success, however public conformity has an impact on financial as well as non-financial results. Before making a strategic choice, it would be preferable for managers to confirm that all group members agree with it.	Instead of choosing a business strategy, organisational culture type, and management innovation activity, future research could examine the same relationship using corporate-level, business-level, and functional-level strategic decision-making levels.

S. No.	Title	Author	Journal Name	Year	weblink	Methodology	Advantages	Disadvantages/ Gaps
4	The Influence of Negative Workplace Gossip on Knowledge Sharing: Insight from the Cognitive Dissonance Perspective	Zou, Xiaolei, Chen, Xiaoxi, Chen, Fengling, Luo, Chuxin, Liu, Hongyan	Sustainability (Switzerland)	2020	10.3390/SU12083282	questionnaire method	This study examined the moderating role of self-efficacy and the mediating role of organisational trust on harmful workplace rumours. It did this from the theoretical standpoint of cognitive dissonance theory.	Future research is anticipated to conduct a cross-level study by taking into account organisational factors, including organisational structure, team culture, technology factors, and knowledge-intensive organisations, which also have an impact on the willingness of knowledge sharing for the organisational benefit or to not share for pro-self-advantages.
5	Developmental HRM, employee well-being and performance: The moderating role of developing leadership	Marescaux, Elise, De Winne, Sophie, Forrier, Anneleen	European Management Review	2019	10.1111/mre.12168	quantitative survey	In addition to conventional HR procedures, the HRM system must also take into consideration line managers' behaviours in order to effectively manage employee performance and well-being. This is based on the social exchange theory and the cognitive dissonance theory.	For future research add social well-being as an additional dimension in the study.
6	Performance measurement, cognitive dissonance and coping strategies: exploring individual responses to NPM-inspired output control	Berend van der Kolk, Wesley Kaufmann	Journal of Management Control	2018	10.1007/s00187-018-0265-1	explorative qualitative study, interview analysis	capable of giving a quick overview of how public servants could deal with cognitive dissonance	The effects of hearing discordant information on a person's decision-making process can be examined in future study using an experimental methodology.

S. No.	Title	Author	Journal Name	Year	weblink	Methodology	Advantages	Disadvantages/ Gaps
7	A Review of Cognitive Dissonance Theory in Management Research: Opportunities for Further Development	Hinojosa, Amanda S. Gardner, William L. Walker, H. Jack Cogliser, Claudia Gullifor, Daniel	Journal of Management	2017	10.1177/0149206316668236	purposive sampling	It opened up new avenues for research on management to investigate in order to comprehend crucial workplace behaviour and employee attitudes.	Future studies might benefit from utilising the theoretical developments of CDT that were previously mentioned rather than merely relying on Festinger's (1957) initial hypotheses.
8	Job demands, job control, psychological climate, and job satisfaction: A cognitive dissonance perspective	Karanika-Murray, Maria Michaelides, George Wood, Stephen J.	Journal of Organizational Effectiveness	2017	10.1108/OEPP-02-2017-0012	explorative qualitative research	Our research indicates that it is important to pay attention to the circumstances in which employment are situated. Not only does psychological environment affect job satisfaction, but it also influences how job perceptions affect job satisfaction.	This study has shown that there is value in paying attention to the environment in which occupations are situated and has provided a mechanism to connect the domains of work design and psychological climate.
9	Dimensions of Cognitive Dissonance and the Level of Job Satisfaction among Counsellors in Delta and Edo States, Nigeria	Oduh, William Akporobaro	Journal of Education and Practice	2016	www.iiste.org	correlation method	The respondents named the following as the dimensions of job satisfaction experienced by the Nigerian counsellor: commitment, loyalty, involvement, performance, and the desire to quit; 3. It was discovered that the Nigerian counsellor was satisfied with his or her job. 4. It was shown that the dimensions of cognitive dissonance are substantially associated to the degree of satisfaction of counsellors at work. The study revealed the percentage of the counsellors' level of satisfaction on each of the dimensions evaluated.	One notion of attitude transformation is cognitive dissonance. In order to deal with the reality of their position as counsellors in the school system while upholding professional ethics, it was advised by the research that counsellors should make use of the techniques offered by the theory.

S. No.	Title	Author	Journal Name	Year	weblink	Methodology	Advantages	Disadvantages/ Gaps
10	The effects of organisational change on employee psychological attachment An exploratory study	Durkin, Mark	Journal of Managerial Psychology	2006	http://dx.doi.org/10.1108/02683940010310328	exploratory research	the previous analysis provides evidence to support the hypothesis model of the effects of change on employee commitment put forward.	find that the mismatch between their own personal values and the new organisational values is an unbridgeable gap.

### 2.1. Research Software

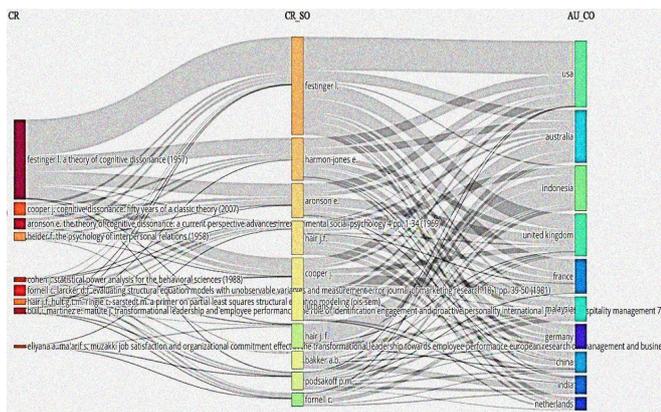
For the extraction of data, it is significant to use appropriate sources for data, so for this study Scopus database is used with two software(s) for bibliometrics that are Vos viewer and Biblioshiny. These two software(s) convert the Scopus data file into graphs, networks and other pictorial representations.

### 2.2. Research Questions

Q. Does cognitive dissonance affect employee performance?

## 3. Analysis

### 3.1. Three Field Plot



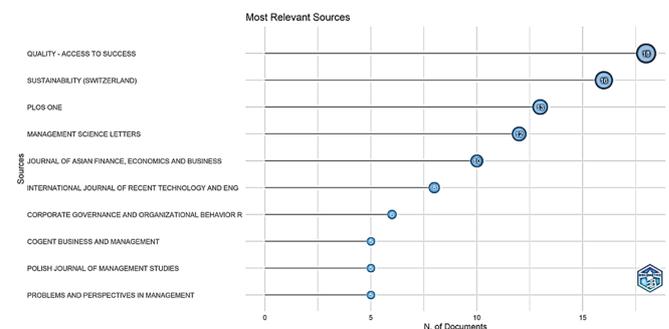
Source: Biblioshiny

Figure 2. Three field plot

### 3.2. Most Relevant Sources

In the three-field plot analysis at the left-CR(References)s of the articles which is used in this bibliometrics, middle-SO (Cited Sources) and right-CO (countries). This is the top ten data extracted from R software. The left side in references shows that Festinger is one of the biggest references of

cognitive dissonance because cognitive dissonance theory was launched by him in 1957, in the middle of the plot Festinger is the most popular cite source, and countries like the USA, Australia, Indonesia, UK embrace the study of cognitive dissonance for understanding the performance of employees. India is also falling in the top ten countries in it but in a very smaller ratio as seen in Fig. 2.



Source: Biblioshiny

Figure 3. Relevant Data Source

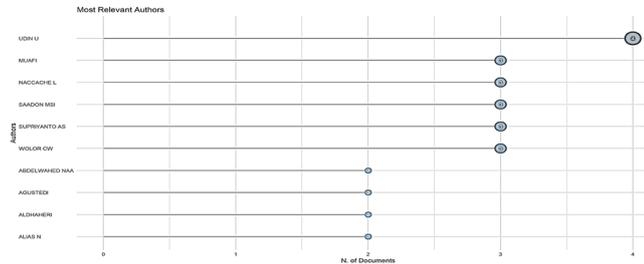
Table 1. Relevant sources of data

Sources	No. of Articles
Quality - Access to Success	18
Sustainability (Switzerland)	16
Plos one	13
Management Science Letters	12
Journal of Asian Finance, Economics and Business	10
International Journal of Recent Technology and Engineering	8
Corporate Governance and Organizational Behavior Review	6
Cogent Business and Management	5
Polish Journal of Management Studies	5
Problems and Perspectives in Management	5

According to fig.3 and table 1, bibliometric data is extracted from top ten sources which are the most popular and reputed in table it is clearly mentioned big number of articles are taken from good journals like Quality-Access to

Success, Sustainability, PLOS ONE and many more. Through this data authenticity of bibliometrics is increased because all the journals are from Scopus indexed only.

### 3.3. Relevant Authors



Source: Biblioshiny

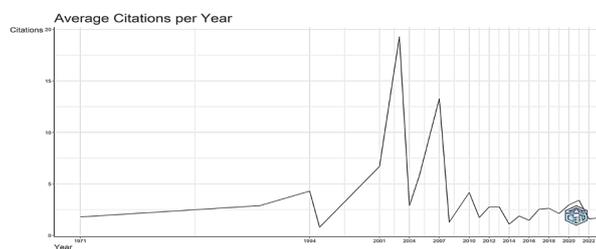
Figure 4. Three field plot

Table 2. Exported data from R of the top ten relevant authors

Authors	Articles	Articles Fractionalized
ALLALI S	1	0.08
BAULAC M	1	0.08
DUBOIS B	1	0.08
EL KAROU I	1	0.08
EPELBAUM S	1	0.08
HASBOUN D	1	0.08
LEHONGRE K	1	0.08
MICHON A	1	0.08
NAVARRO V	1	0.08
BEGLEY T	1	0.10

In fig.4 and Table 2, it mentions that this the data of the top ten authors which is extracted from R, With the use of CDT (cognitive dissonance theory), these writers elucidate how cognitive dissonance affects employee performance.

### 3.4. Average citations per year

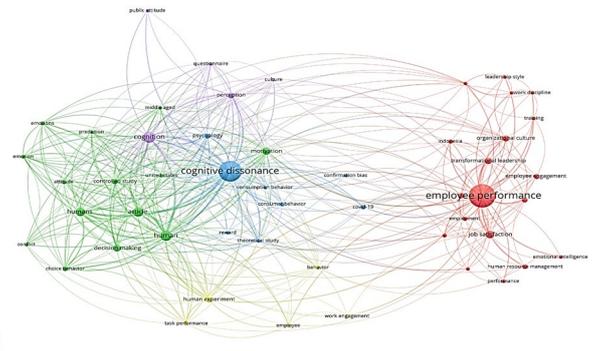


Source: Biblioshiny

Figure 5. Citations per year

This graph shows year wise citation of the articles, according to the graph's citations are at peak between 2001 to 2004 and furthermore citations are also reflected up and down in the graph.

### 3.5. Co-occurrence of Network

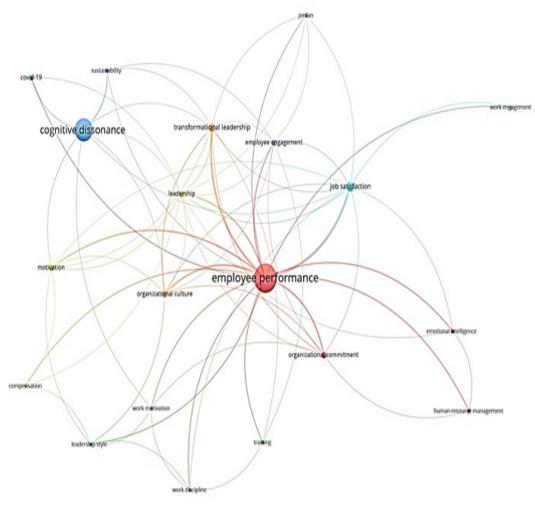


Source: Vos viewer

Figure 6. Co-occurrence of Network

As networking with the Vos viewer indicates that cognitive dissonance and employee performance have large circles because these two are connected with many factors which are responsible for an employee's performance in the organization. So, a study on cognitive dissonance always impacts the performance of the employees positively as well as negatively.

### 3.6. Most frequent words/ Keywords



Source: Vos viewer

Figure 7. Network of keywords

This indicates most of the keywords used in the article by the authors are cognitive dissonance, employee performance as shown with the big circles and many more which are in small circles directing those other keywords are directly as well as indirectly connected with each other for the evaluating the effect the employee performance in the organization.

## 4. Conclusion and Discussion

Deep insights into academia are provided through bibliometric analysis. Analyzing employee's performance in the context of cognitive dissonance is important for each and every kind of organization for their growth and development. So, for understanding the concept of employee performance and cognitive dissonance, this bibliometrics is helpful in many ways and also opens the new door for researchers to research more on this concept and it will definitely give fruitful results to the organization in practical situations also. In these bibliometrics two software programs are used which are Biblioshiny and Vos viewer to analyses the results with three field plot figures for giving deep

insight on references, cited sources and countries analysis, and other figures and graphs like sources of journal, author analysis, citations per year, keyword used by the authors also with graphical representation, networking, formation of tables etc. In conclusion, employee performance is completely reliant on the attitude and belief of the employee, so for understanding this attitude and belief, CDT theory is used which is given by Festinger 1957. Cognitive dissonance in employees arrives due to many reasons like emerging new techniques, new strategies or policies of organization, innovations, lack of robotic knowledge in employees and many more.

## References

- [1] Abdelwahed, N. A. A., & Doghan, M. A. A. (2023). Developing Employee Productivity and Performance through Work Engagement and Organizational Factors in an Educational Society. *Societies*, 13(3). <https://doi.org/10.3390/soc13030065>
- [2] Acharya, A., Blackwell, M., & Sen, M. (2018). Explaining Preferences from behavior: A cognitive dissonance approach. *Journal of Politics*, 80(2), 400–411. <https://doi.org/10.1086/694541>
- [3] Anwar, M. Z., Muafi, Widodo, W., & Suprihanto, J. (2023). Consequence of psychological distress on performance achievement: A social exchange theory perspective. *Intangible Capital*, 19(2), 93–109. <https://doi.org/10.3926/IC.2128>
- [4] Astrama, I. M., Yasa, N. N. K., Sudibia, G. A., & Asih, D. K. S. (2020). The Role of Innovative Work Behavior Mediates Organizational Culture on Employee's Performance. *Advances in Engineering Education*, 17, 66–75. <https://doi.org/10.37394/232010.2020.17.8>
- [5] Atikur Rahaman, M., Dilip Taru, R., Gupta, A., Prajapat, V., & Abdul Latif Mahmud, M. (2023). Factors influencing employee performance and their impact on productivity: A study of commercial banks in Bangladesh. *Banks and Bank Systems*, 18(2), 127–136. [https://doi.org/10.21511/bbs.18\(2\).2023.11](https://doi.org/10.21511/bbs.18(2).2023.11)
- [6] Burnes, B., & James, H. (2005). *Culture , cognitive dissonance of change. 1995*.
- [7] Chen, Z., Sun, H., Lam, W., Hu, Q., Huo, Y., & Zhong, J. A. (2012). Chinese hotel employees in the smiling masks: roles of job satisfaction, burnout, and supervisory support in relationships between emotional labor and performance. *International Journal of Human Resource Management*, 23(4), 826–845. <https://doi.org/10.1080/09585192.2011.579918>
- [8] De Vos, J., & Singleton, P. A. (2020). Travel and cognitive dissonance. *Transportation Research Part A: Policy and Practice*, 138, 525–536. <https://doi.org/10.1016/j.tra.2020.06.014>
- [9] García-Mas, A., Prats, A. N., Olmedilla, A., Ruiz-Barquín, R., & Cantón, E. (2019). Levels of cognitive congruence between managers and team members' perceptions of cooperation at work. *Sustainability (Switzerland)*, 11(21). <https://doi.org/10.3390/su11216111>.
- [10] Durkin, M. (2006). *The effects of organisational change on employee psychological attachment An exploratory study*.
- [11] Dzialek, J. (2013). Cognitive dissonance. *Encyclopedia of Earth Sciences Series*, 207(4), 98–99. [https://doi.org/10.1007/978-1-4020-4399-4\\_67](https://doi.org/10.1007/978-1-4020-4399-4_67)
- [12] Gehlbach, H., Robinson, C. D., Finefter-Rosenbluh, I., Benshoof, C., & Schneider, J. (2018). Questionnaires as interventions: can taking a survey increase teachers' openness to student feedback surveys? *Educational Psychology*, 38(3), 350–367. <https://doi.org/10.1080/01443410.2017.1349876>
- [13] Harlianto, J., & Rudi. (2023). Promote Employee Experience for Higher Employee Performance. *International Journal of Professional Business Review*, 8(3), 1–16. <https://doi.org/10.26668/businessreview/2023.v8i3.827>
- [14] Harmon-Jones, E., & Harmon-Jones, C. (2007). Cognitive dissonance theory after 50 years of development. *Zeitschrift Fur Sozialpsychologie*, 38(1), 7–16. <https://doi.org/10.1024/0044-3514.38.1.7>
- [15] Harmon-Jones, E., & Harmon-Jones, C. (2022). Individual differences in dissonance arousal/reduction relate to physical exercise: Testing the action-based model. *PLoS ONE*, 17(10 October), 1–26. <https://doi.org/10.1371/journal.pone.0275990>
- [16] Hermanto, Y. B., & Srimulyani, V. A. (2022). The Effects of Organizational Justice on Employee Performance Using Dimension of Organizational Citizenship Behavior as Mediation. *Sustainability (Switzerland)*, 14(20), 1–19. <https://doi.org/10.3390/su142013322>
- [17] Hewett, R. (2023). Dissonance, Reflection and Reframing: Unpacking the Black Box of Motivation Internalization. *Journal of Management Studies*, 60(2), 285–312. <https://doi.org/10.1111/joms.12878>
- [18] Hinojosa, A. S., Gardner, W. L., Walker, H. J., Coglisser, C., & Gullifor, D. (2017). A Review of Cognitive Dissonance Theory in Management Research: Opportunities for Further Development. *Journal of Management*, 43(1), 170–199. <https://doi.org/10.1177/0149206316668236>
- [19] Huei, T. Y., Mansor, N. N. A., & Tat, H. H. (2014). Role of OCB and demographic factors in the relationship of motivation and employee performance. *Intangible Capital*, 10(3), 425–447. <https://doi.org/10.3926/ic.435>
- [20] Hung, T. K., Wang, C. H., Tian, M., Lin, M., & Liu, W. H. (2022). How to Prevent Stress in the Workplace by Emotional Regulation? The Relationship Between Compulsory Citizen Behavior, Job Engagement, and Job Performance. *SAGE Open*, 12(2). <https://doi.org/10.1177/21582440221105483>
- [21] Ibrahim, Z., Rahman, N. R. A., & Johar, M. G. M. (2019). A job satisfaction of emotional intelligence, leadership,

- employee performance with information technology. *International Journal of Recent Technology and Engineering*, 8(2 Special Issue 9), 712–718. <https://doi.org/10.35940/ijrte.B1148.0982S919>
- [22] Karanika-Murray, M., Michaelides, G., & Wood, S. J. (2017). Job demands, job control, psychological climate, and job satisfaction: A cognitive dissonance perspective. *Journal of Organizational Effectiveness*, 4(3), 238–255. <https://doi.org/10.1108/JOEPP-02-2017-0012>
- [23] Li, M., Malik, M. S., Ijaz, M., & Irfan, M. (2023). Employer Responses to Poaching on Employee Productivity: The Mediating Role of Organizational Agility in Technology Companies. *Sustainability (Switzerland)*, 15(6). <https://doi.org/10.3390/su15065369>
- [24] Lima, D., Spahi, J., & Shala, V. (2022). The Management of Emotional Intelligence in The Workplace Impact on Improving Employee Performance. *Quality - Access to Success*, 23(188), 297–301. <https://doi.org/10.47750/QAS/23.188.40>
- [25] Lopez-Valeiras, E., Gomez-Conde, J., Naranjo-Gil, D., & Malagueño, R. (2022). Employees' perception of management control systems as a threat: effects on deliberate ignorance and workplace deviance. *Accounting Forum*, 1–28. <https://doi.org/10.1080/01559982.2022.2140500>
- [26] Maertz, C. P., Hassan, A., & Magnusson, P. (2009). When learning is not enough: A process model of expatriate adjustment as cultural cognitive dissonance reduction. *Organizational Behavior and Human Decision Processes*, 108(1), 66–78. <https://doi.org/10.1016/j.obhdp.2008.05.003>
- [27] Making sense of (mis)matched frames of reference: A dynamic cognitive theory of (in)stability in HR practices. (2022). *Industrial Relations*, 61(3), 268–289. <https://doi.org/10.1111/irel.12275>
- [28] Marescaux, E., De Winne, S., & Forrier, A. (2019). Developmental HRM, employee well-being and performance: The moderating role of developing leadership. *European Management Review*, 16(2), 317–331. <https://doi.org/10.1111/emre.12168>
- [29] Marnisah, L., Zamzam, F., Handayani, S., Yustini, T., Wijaya, H., Maris, H., & Irwanto, D. (2021). Factors affecting e-procurement division employee performance. *International Journal of Data and Network Science*, 5(1), 19–24. <https://doi.org/10.5267/j.ijdns.2020.11.007>
- [30] Maryati, T., & Astuti, R. J. (2022). The Influence of Spiritual Leadership and Employee Engagement toward Employee Performance: The Role of Organizational Commitment. *Quality - Access to Success*, 23(189), 322–331. <https://doi.org/10.47750/QAS/23.189.37>
- [31] Nugraha, K. W., Noermijati, & Suryadi, N. (2022). Linking Followership and Job Satisfaction to Employee Performance: The Mediating Role of OCB. *Quality - Access to Success*, 23(190), 20–27. <https://doi.org/10.47750/QAS/23.190.03>
- [32] Oduh, W. A. (2016). Dimensions of Cognitive Dissonance and the Level of Job Satisfaction among Counsellors in Delta and Edo States, Nigeria. *Journal of Education and Practice*, 7(21), 20–29.
- [33] Odunjo-Saka, K. A., Olaleye, B. R., Sarpong, E., Adedokun, J. O., & Ibrahim, A. (2023). The influence of workplace bullying on the performance of hotel employees: the mediating role of emotional intelligence and psychological resilience. *Tourism and Management Studies*, 19(3), 59–71. <https://doi.org/10.18089/tms.2023.190304>
- [34] Ploger, G. W., Dunaway, J., Fournier, P., & Soroka, S. (2021). The psychophysiological correlates of cognitive dissonance. *Politics and the Life Sciences*, 40(2), 202–212. <https://doi.org/10.1017/pls.2021.15>
- [35] Rahmawaty, A., Rokhman, W., Bawono, A., & Irkhani, N. (2021). Emotional intelligence, spiritual intelligence and employee performance: The mediating role of communication competence. *International Journal of Business and Society*, 22(2), 734–752. <https://doi.org/10.33736/ijbs.3754.2021>
- [36] Rivaldo, Y., & Nabella, S. D. (2023). Employee Performance: Education, Training, Experience and Work Discipline. *Quality - Access to Success*, 24(193), 182–188. <https://doi.org/10.47750/QAS/24.193.20>
- [37] Rydon-Grange, M. (2015). “What’s psychology got to do with it?” Applying psychological theory to understanding failures in modern healthcare settings. *Journal of Medical Ethics*, 41(11), 880–884. <https://doi.org/10.1136/medethics-2015-102922>
- [38] Sabie, O. M., Pîrvu, C., Burcea, Ștefan G., Brișcariu, R. M., & Apostol, S. A. (2020). The influence of emotional intelligence on employee’s performance: a case from romania’s public sector. *Administratie Si Management Public*, 2020(35), 40–57. <https://doi.org/10.24818/amp/2020.35-03>
- [39] Shakiladevi, A. R., & Rabiyyathul Basariya, S. (2019). Impact of human interventions on employee performance in organizations. *International Journal of Recent Technology and Engineering*, 8(3), 3051–3054. <https://doi.org/10.35940/ijrte.C4862.098319>
- [40] Tabouli, E. M. A., Habtoor, N. A., & Nashief S., M. (2016). The impact of human resources management on employee performance: Organizational commitment mediator variable. *Asian Social Science*, 12(9), 176–192. <https://doi.org/10.5539/ass.v12n9p176>
- [41] Telci, E. E., Maden, C., & Kantur, D. (2011). The theory of cognitive dissonance: A marketing and management perspective. *Procedia - Social and Behavioral Sciences*, 24, 378–386. <https://doi.org/10.1016/j.sbspro.2011.09.120>
- [42] van der Kolk, B., & Kaufmann, W. (2018). Performance measurement, cognitive dissonance and coping strategies: exploring individual responses to NPM-inspired output control. *Journal of Management Control*, 29(2), 93–113. <https://doi.org/10.1007/s00187-018-0265-1>
- [43] Winter, N. (2009). *Cognitive Dissonance: A Comprehensive Review Amongst Interdependent and Independent Cultures Author (s): ANDREW H. C. WONG Source: The Journal of Educational Thought (JET) / Revue de la Pensée Éducative , REFERENCES Linked references are available.* 43(3), 245–257.
- [44] Xi, W., Baymuminova, N., Zhang, Y. W., & Xu, S. N. (2022). Cognitive Dissonance and Public Compliance, and Their Impact on Business Performance in Hotel Industry. *Sustainability (Switzerland)*, 14(22), 1–20. <https://doi.org/10.3390/su142214907>
- [45] Zou, X., Chen, X., Chen, F., Luo, C., & Liu, H. (2020). The influence of negative workplace gossip on knowledge sharing: Insight from the cognitive dissonance perspective. *Sustainability (Switzerland)*, 12(8). <https://doi.org/10.3390/SU12083282>