

Identification of Factors Affecting Employee Performance: Systematic Literature Review

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Abstract

Human Resources or employees are strategic assets for the organization. High or low organizational productivity and whether or not the goals are achieved organization is influenced by employee performance. The purpose of this research is to know the factors that affect employee performance. Method used is a Systematic Literature Review, with the database source coming from Scopus. Data is limited by the year of publication, namely 2017 to 2021, journal published in English, and has citations above 33. A total of 25 journals selected for research. From the results of the review, identified factors that are often used in research and can improve performance including: leadership, engagement, motivation, organizational culture, commitment, human resource management practices, and the work environment. Leadership was found in 11 journals out of 25 journals. While the factor that reduce performance include: job insecurity, anxiety, emotional exhaustion, justice differentiation, and job disruption. Job insecurity found in 2 journals out of 25 journals.

Keywords

employee performance;
systematic literature review;
leadership; job insecurity



I. Introduction

Competitive advantage in international and local job markets is affected by human resources. Human resources are a strategic asset for any organization to formulate and implement objectives (Arslan et al., 2018). Human resources are one of the factors that determine the success of an organization (Macke & Genari, 2018). Source Human resources have a very important role in realizing organizational goals (Sutrisno, 2019). Human resources who have positive impact for the organization is the human resources who have good performance (Guest, 2017) (José et al. 2017: 671).

In recent decades, employee performance has been studied in the context of diverse, cross-disciplinary, and cultural. This is due to the phenomenon increased competition between firms and their need to respond effectively to rapid changes, as well as the needs employees, thereby increasing the need to identify factors that affect employee performance (Diamantidis & Chatzoglou, 2018).

The results of research conducted by APTY (digital software and platforms that help companies assess employee performance and productivity) explains that for any business employee performance is the key to the success of a company or organization (APTY, 2020). Results research conducted by Clear Company (2022) explains that 52% employees who leave the organization because they do not receive the benefits of its performance.

According to United Nations Development Programmed (2021) data, quality Human Resources in Indonesia is still ranked 107th, if compared to neighboring countries, namely Singapore, which ranks 11th. If viewed from the competitiveness of Human Resources (Business World, 2018) Indonesia is ranked 45 out of 63 countries. This ranking still loses

to two neighboring countries, namely Singapore and Malaysia, each of which is ranked 13th and 22nd. Thus, Indonesia has a big challenge to improve the quality and skills of Human Resources so that able to compete, because Human Resources is an important factor both for agencies, companies or organizations. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Low employee performance causes organizational productivity to be low (Pawirosumarto et al., 2017). According to research that conducted by Horváth & Szabó (2019) explained that the performance employees are the driving force of industry 4.0. Organizational resistance that caused by employee performance can hinder the application of technology 4.0.

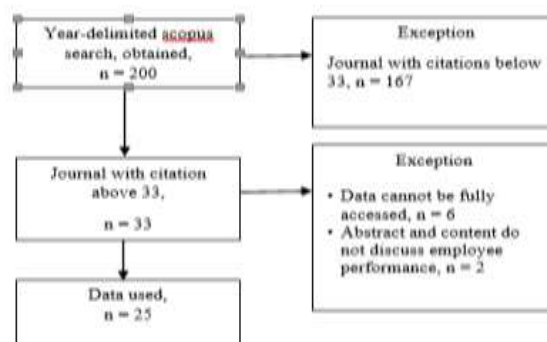
Hoboubi et al., (2017) in their research on Iranian Petrochemical Industry Employees explained that employee performance affects productivity. Where productivity is significantly related to employee performance. Likewise for the performance of employees in the public sector, although not much researched, Shujahat et al. (2019) explains that the performance of employees in the public sector has an influence on organizational performance.

From the facts, phenomena and data presented, it is important for the author learn about employee performance. The purpose of this article is to: to identify factors that affect employee performance.

II. Research Method

The Systematic Literature Review (SLR) was chosen to identify variables that could affect performance management. SLR is a method that is often used to identify, select, analyze, assess, and evaluate the literature that is relevant to the research question (Denyer & Tranfield, 2009). The SLR method has been used by researchers in many fields. Atatsi & Kil (2019) and Schleu & Hüffmeier (2020) conducted SLR studies in the field of human resource management that focused on discussing employee performance.

The SLR stages carried out are 1) identifying with a search in the data base, 2) screening, 3) selecting data feasibility, 4) qualitative synthesis studies, and 5) selecting data items (Liberati et al., 2009). In this study the authors want to find the factors that affect employee performance. The data search flow can be seen in Figure 1.



The source of the database used in this research is Scopus. The search keyword to collect data is “employee performance.” The inclusion criteria in this study include: the search for journals is limited by the year of publication, namely 2017 to 2021, journals are published in English, and have citations above 33. While the exclusion criteria are journals published below 2017, having citations less than 33, not in English, and the title and abstract do not indicate the word “employee performance.” A total of 25 journals were selected for research. The full text of the journals was analyzed.

III. Result and Discussion

3.1 Population Policy During Turki Utsmani 1512-1566 M

The number of studies discussing employee performance from 2017 to 2021 with the Scopus index and citation criteria above 33 there are 25 studies. With the most research, in 2017 there were 10 studies, as shown in Figure 1.

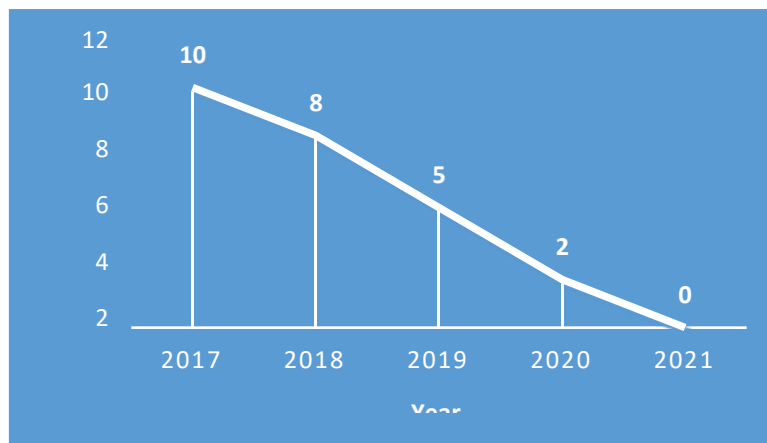


Figure 1. Number of Researches by Year of Publication

Of the 25 articles used for research, it is known that the most published journals by Emerald with a total of 9 journals, then by Wiley with a total of 5 journals. The number of journal publishers regarding employee performance shows that employee performance is an interesting theory for academics to study. Table 1 shows the journal publishers used in the study.

Table 1. Journal Publishers

No.	Publisher Name	Number of Articles
1.	American Psychological Association	1
2.	Elsevier	4
3.	Emerald	9
4.	koreascience	2
5.	MDPI	2
6.	Sage	1
7.	Springer	1
8.	Wiley	5

Figure 2 shows sources of journal publications that discuss employee performance. Journals that discuss employee performance are not only sourced from the Human Resource Management Journal or Management Journal, but there are journals sourced from the Journal of Applied Psychology and the Journal of Economics and Business. Most of the journals sourced from the Journal of Human Resource Management are 3 journals. As in the introduction it was explained that employee performance has been studied in diverse, cross- disciplinary, and cultural contexts, this is because employee performance is important to study (Diamantidis & Chatzoglou, 2018).



Figure 2. Journal Resources

Based on the results of the analysis from 2017 to 2021, the types of organizations or companies used as research samples are categorized as follows:

- Companies in Engineering, Mining, Manufacturing and Industry, 24%;
- Companies in the Field of Delivery Services, Hotel Services, Financial Services, Professional Services, Transportation Services and Pharmacy 36%;
- Educational and Public Organizations (Government) 12%;
- Unknown type of company or organization 28%.

Most of the research conducted in companies engaged in Delivery Services, Hotel Services, Financial Services, Professional Services, Transportation and Pharmaceutical Services, which is 36%. Precisely in hotel services, namely 12%. There are 14 countries used for research, the most widely used country as a place of research is China 6 times, as shown in Table 2. The number of organizations or companies and countries used as research sites proves that the phenomenon of increasing competition between companies is true. Companies are required to respond effectively to rapid changes in operational conditions, as well as employee needs, thereby increasing the need to identify factors that affect employee performance (Diamantidis & Chatzoglou, 2018).

Table 2. Countries and Companies Where Research

Country	Institution/Organization													Country Total
	Unknown	Technique	Delivery services	Health Services	Mining	Manufacturing	Industry	Educational Institution	Financial Services	Professional services	Transport Services	Public Institution	Pharmaceutical	
Colombia	2													2
China	1	1					1	1	2					6
Indonesia			1	1	1						1			4
Taipei				1										1
India						1		1						2
Japan							1							1
Taiwan										1				1
Singapore								1						1
Portugal	1													1
Malaysia	2													2
Philippines												1		1
Vietnam													1	1
Spain				1										1
America	1													1
Total Types of Organizations	7	1	1	3	1	2	2	2	2	1	1	1	1	1
Percentage	28%	4%	4%	12%	4%	8%	8%	8%	8%	4%	4%	4%	4%	4%

3.2 Analysis of Factors Affecting Employee Performance

Organizations or companies sometimes have low employee performance, sometimes they are high. Low employee performance causes organizational productivity to be low (Pawirosumarto et al., 2017). Meanwhile, high employee performance causes high productivity (Hoboubi et al., 2017). As for the results of the literature review, it was found that the factors that affect employee performance, as in Table 3.

Table 3. Factors Affecting Employee Performance

Journal Number	Author	Finding	Citation
1	(Sverke, 2019)	Negative relationship between job insecurity and type of employee performance	42
2	(Schuh et al., 2018)	Employees get better performance appraisals when they engage in innovative work behaviors and when they have high-quality LMX relationships.	42
3	(Paais, 2020)	Work motivation and organizational culture have a positive and significant influence on performance. Motivation, leadership, and organizational culture of employees need to be improved to increase job satisfaction which will improve employee performance.	42
4	(Darvishmotevali & Huseyin Arasli, 2017)	Job insecurity reduces performance. Anxiety, as psychological tension, mediates the effect of job insecurity on job performance. In addition, psychological benefits (supervisor support and intrinsic motivation) play an important role as a barrier to the negative effects of job insecurity on job performance.	46
5	(Pancasila, 2020)	Motivation as a trigger in increasing satisfaction and performance. Leadership has a positive and significant effect on employee satisfaction and performance.	33
6	(Pradhan, 2017)	HR managers and OB practitioners should use insights from the factors explored to create and maintain a better work environment.	64

7	(Groen, 2017)	Employee performance is higher when the metric is used for evaluation purposes.	56
8	(Nazir & Islam,2017)	Positive influence of perceived organizational support on employee performance and affective commitment. In addition, this relationship was also found to be mediated by employee engagement.	67

Based on the factors described in Table 3, to make it easier for the authors to classify these factors into two parts, namely positive factors and negative factors. Positive factors are factors that can improve performance. While the negative factors are factors that can reduce performance. The positive and negative factors are as shown in Table 4.

Table 4. Positive and Negative Factors

Positive Factors	Journal Number	Negative Factors	Journal Number
1. Innovative	2	1. Job insecurity	1, 4
2. Leadership	2, 15, 13, 14, 21, 23, 3, 4, 5, 15, 20	2. Worry	4
3. Motivation	3, 4, 5, 9	3. Emotional exhaustion	4
4. Organizational culture	3, 5, 9, 20	4. Interactional justice differentiation	13
5. Work environment	17, 18, 20	5. Work disruption	25
6. Engagement	8, 11, 16, 23, 25		
7. Commitment	8, 16, 17, 19		
8. Employee well-being	10, 24		
9. OCB	11, 21		
10. HR Practices	10, 11, 12, 25		
11. Task performance	6		
12. Role performance	15, 6		
13. Contextual performance	6		
14. Perceived performance metric	7		
15. Perception of quality metrics	7		
16. Perception of evaluation metrics	7		
17. Organizational support	8, 9		
18. Craft	11		
19. Performance orientated social media	12		
20. Socially oriented social media	12		
21. Justice	13		

22. CSR	17		
23. Pride of the organization	17		
24. Life balance	28		
25. Soft Skill	19		
26. Training	19		
27. Information Systems	22		
28. Social climate	24		
29. Employee retention	24		

There are 29 positive factors and 5 negative factors that affect employee performance. These factors are often used as independent variables, moderating variables, or moderating variables in employee performance research. Of the 25 journals analyzed, leadership is the most widely used factor in research, namely in 11 journals and can improve employee performance. Furthermore, employee engagement in 5 journals, this factor has a positive effect on employee performance. Other factors that are used more than 2 times from the results of the journal analysis are motivation, organizational culture, commitment, HR practices, and work environment. Figure 3 illustrates frequently used factors.

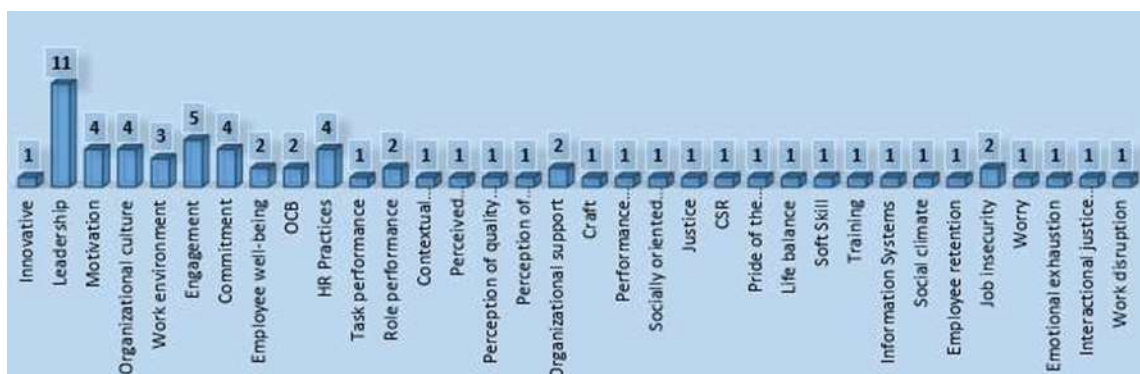


Figure 3. Factors Used in Research

The following is an explanation of 7 factors that are widely used in research and affect employee performance based on 25 journals that have been analyzed:

1. Leadership has a positive effect on employee performance. This can be interpreted that the leadership factor becomes essential and necessary for the organization to improve performance. Leadership means having the ability to direct, move, and influence employees continuously in carrying out their main tasks and functions in the work process (Pancasila, 2020). Leadership can reduce the negative effect of job insecurity on job performance (Darvishmotevali & Huseyin Arasli, 2017).
2. Employee engagement is positively related to employee performance (Nazir & Islam, 2017). Job engagement mediates the HRM-performance relationship (Cesário, 2017). Engagement mediates the relationship between transformational leadership and performance (Guan & Frenkel, 2018). In addition, work engagement mediates the relationship between time management and performance (Parke et al., 2018). From 25 journals, employee engagement was used as a mediating variable.
3. Work motivation has a positive and significant effect on performance (Darvishmotevali, 2017). Motivation, leadership, and organizational culture of employees need to be

improved to increase job satisfaction. If employee job satisfaction increases, employee performance will also increase (Paais, 2020). Motivation as a trigger in increasing satisfaction and performance has a significant psychological impact on the company's strategy in various business operations (Pancasila, 2020).

4. Organizational culture has a positive and significant effect on performance (Paais, 2020). Organizational culture has a positive impact both directly and indirectly on employee performance (Pancasila, 2020). It should be emphasized that managers should not ignore the role of training on employee performance (Diamantidis & Chatzoglou, 2018).
5. Organizational commitment is a relevant variable and has a strong positive relationship with employee performance (Edwards, 2017). Commitment to mediate community CSR relationships that have the potential to play a direct role in improving employee performance (Cesário, 2017).
6. HR practices improve employee performance (Khoreva, 2018). When management maintains a strong HR system, employees participate more in performance (Guan & Frenkel, 2018).
7. The work environment has a positive effect on employee performance. Conflict in the work environment has a positive effect on employee performance. Young employees are looking forward to their careers and may have a perception that spending more time at work will help them achieve their life goals more quickly (Pawirosumarto et al., 2017).

IV. Conclusion

Literature review has been conducted on 25 journals with the results identified 34 factors that affect employee performance. 29 factors have an impact on increasing employee performance and 5 factors have an impact on decreasing employee performance. Of these 29 factors, there are 7 factors that are often used in research, namely leadership, engagement, motivation, organizational culture, work environment, commitment, and HR practices. Leadership was found in 11 journals, engagement in 5 journals, motivation in 4 journals, organizational culture in 4 journals, commitment in 4 journals, HR practice in 4 journals, and work environment in 3 journals. Meanwhile, 5 factors that can reduce performance include: job insecurity, anxiety, emotional exhaustion, justice differentiation, and work disorders. Job insecurity was found in 2 journals, while other factors that could reduce performance were only found in 1 journal. The factors mentioned above can be used as a reference for future research.

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