

A Systematical Examination of the Literature Concerning the Factors That Have an Impact on Employee Performance

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Abstract

The performance of an employee will certainly affect the activities in a company or organization; therefore, it is important to find out the factors that can cause a decrease or increase in the performance of an employee, in order to optimize the capabilities possessed by each employee. So, the purpose of this study is to find out various factors that are related and can also affect the performance of an employee. The method used in writing this research is a Systematic Literature Review, using Scopus which is the source of data in this study. The data used is limited by the year of publication, starting from 2018 to 2022, the journals used in this study are published in English, and have citations from more than 200 journals. A total of 22 journals were selected for research use. Based on the results obtained in this study, there are various factors that are related and can also improve performance ranging from Leadership, Satisfaction, Motivation, and Employee Resilience, and there are several factors that can also mediate the relationship to Employee Performance.

Keywords

employee performance;
performance; systematic
literature review



I. Introduction

Based as a result of the current condition of globalization, companies are actually confronted with increasingly real rivalry and challenges in all disciplines, particularly in the field of human resources. This is especially true in the United States. At this time, there are a great number of newly founded businesses or organizations, and the level of competition is increasing (Smither & London, 2011). Because human resources are the people who are actually involved in the day-to-day operations of the organization, this component of the body of the organization is regarded as one of the most significant components there is. As a result, the quality of the organization's human resources has emerged as the most important factor to consider when it comes to motivating employees to reach the organization's objectives. Regardless of the type of organization or company and the goals it seeks to achieve, Human Resources (HR) is the most important aspect in any business. As a result of the fact that the company was founded on the vision, mission, and goals for human needs, and the fact that in the process of carrying out its mission it is managed and managed by humans, the role of humans has become an important strategic factor for all activities that are carried out by institutions and organizations. When it comes to accomplishing organizational objectives, human resources play a significant and crucial role (Sutrisno, 2019). 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).

There are many different possible human resources that can be managed by a company in an effort to achieve success in fulfilling goals, both on an individual level and on a collective one. This is the role and the value of Human Resources for a company.

People are essential to the functioning of any organization or business since they are the prime movers, managers, and executors of all activities. In order for businesses to be successful, they need to be able to maximize the performance of their human resources, either on an individual basis or collectively. According to José et al. (2017), human resources who perform effectively are human resources who have a good performance impact on the organization as a whole. Many businesses are also aware that, in order to effectively manage their competitive advantage and ensure their continued existence within an ever-evolving market environment, they need to be able to cultivate distinctive and adaptable organizational traits (Diamantidis, AD, & Chatzoglou, P., 2019).

In this day and age of increasing globalization, effective management of human resources is not an easy task. In order to be successful in today's ever-increasingly cutthroat business climate, companies and other organizations need the ability to effectively manage their human resources. The job of Human Resource Management is required to be able to manage its people in order to keep the product's quality consistent and to be able to compete when new advancements emerge. Performance is an indicator of achievement or amount of success that has been accomplished by an individual or an organization to carry out work in a specific time period. Performance can be measured in terms of either output or output per unit of time. According to Wijaya and Rifa'i (2016): 24, organizational performance has a much greater impact on a firm than the company's size or the length of its existence. The term "performance" can also be used to refer to an accomplishment attained in the course of an organization's efforts to carry out work in accordance with its predetermined goals over a given time period. When it comes to organizational performance, everyone, from individuals to groups to other companies, may reap the benefits (Gerrish, 2015: 1). If there is not good and correct management or control, which can provide institutional efforts to increase performance, then performance improvement will not be realized.

Once the importance of increasing performance in this era of globalization, in fact, there are still certain obstacles that are highly upsetting to obtaining optimal performance. Once the importance of improving performance in this era of globalization. HRM performance chain and highlighting the important role of welfare-oriented HRM practices as a tool to create a positive atmosphere to improve employee performance as well as sustainable competitiveness through welfare-oriented HRM practices to increase employee resilience levels and subsequent performance HRM performance chain and highlighting the important role of welfare-oriented HRM practices as a tool to create a positive atmosphere to improve employee performance HRM performance chain and highlighting (Cooper, Wang, Bartram, et al. & Cooke, F, 2019). When an employee has a leader who is exceptional and has a variety of abilities, a company needs to have a talent mapping for the particular structural role that has been chosen. The process of talent mapping is utilized to locate potential leaders within an organization or company who possess the necessary skills and are congruent with the organization's or company's culture as well as the work environment, with the goal of enhancing the level of performance delivered by employees (Eliyana, A., 2019). Problems with employee performance can, on the other hand, be the result of mistakes and failings on the part of management (McConnell, CR, 2011). Problems with performance might also be the result of an inability to motivate oneself or a deficiency in one's talents. To this day, it is a common practice to provide employees with counseling and to schedule corrections for employees. This is done in an effort to address skills shortages by placing an emphasis on training and instruction. The issue of motivation certainly requires attention to be paid to the problem of employee attitudes and motivation. In order to get the most out of their

employees and realize their full potential, proactive leaders should investigate the elements that can boost employee performance.

As a result of the significance of the performance of human resources, it is reasonable to expect the management of the organization to place the enhancement of HR performance as their top priority in order to achieve their goals. Due to the fact that its position can have a very substantial influence on the accomplishment of organizational goals, performance management, and more specifically HR performance, is receiving an increasing amount of attention from the owners of the majority of companies and organizations. The presence of performance management methods can also help reduce the number of harmful conflicts that arise inside an organization. This comes as a result of people inside the organization being able to communicate effectively with one another, resulting in the formation of cooperation, both individually and in teams, as well as similarities in the aims of the business. This has an effect on the attitudes of the employees, which in turn can increase the quality of their performance, which will, in turn, have a favorable effect on the firm or organization.

Given the context that was presented, it is essential to investigate and gain an understanding of the performance of employees. Therefore, the objective of this study is to conduct an investigation into the elements that have a role in determining the level of performance achieved by an employee.

II. Research Method

The research follows an approach known as Systematic Literature Review for its methodology. Systematic Literature Review is a method that is used to refer to a specific research methodology or research as well as to develop research that is carried out in gathering information and evaluating research related to the focus of a particular topic. Additionally, this method is used to develop research that is carried out in developing research. Systematic Literature Reviews are carried out for a variety of reasons, one of which is to locate, examine, appraise, and evaluate all of the existing research that deals with subject matter areas that cover fascinating phenomena. When doing an analysis of the pertinent and recently released academic literature on employee performance, you should search for scholarly papers that were written in English and had no restrictions placed on the year of publication, but were published between the years 2018 and 2022. The review looked at a variety of journals that focused on performance. The review method must ensure that it is transparent and reproducible, and it must involve an integrated approach to arranging the literature in order to meet the requirements for systematic reviews, which are used to map and evaluate the intellectual areas of employee performance.

Finding out what the search string is is the first thing that needs to be done in the review. A search conducted in the Scopus database with the term "employee performance" resulted in the collection of as many as 200 articles that might be considered candidates for the most pertinent journal articles. Following that, the second step is to choose the most pertinent journal articles for analysis and evaluate the titles and abstracts of the articles based on the required criteria. Following the application of the criteria that were defined, the final sample consists of 22 journal articles.

The procedure of extracting the data from the sources is the third step of the systematic review. The article's title, author's name, year of publication, journal, abstract, definitions, antecedents, perspectives, dimensions, conclusions, and essential facts are all included in Mendeley, which functions as a tool for organizing information. When

performing data synthesis, data itself is used as an input. The analysis of the data was carried out by taking into account the conceptual similarities and differences between a number of different definitions of employee performance, the frequency of constructs that were described by their dimensions, and the conceptual closeness of employee performance to other constructs. The procedure of item deletion is illustrated in figure 1.

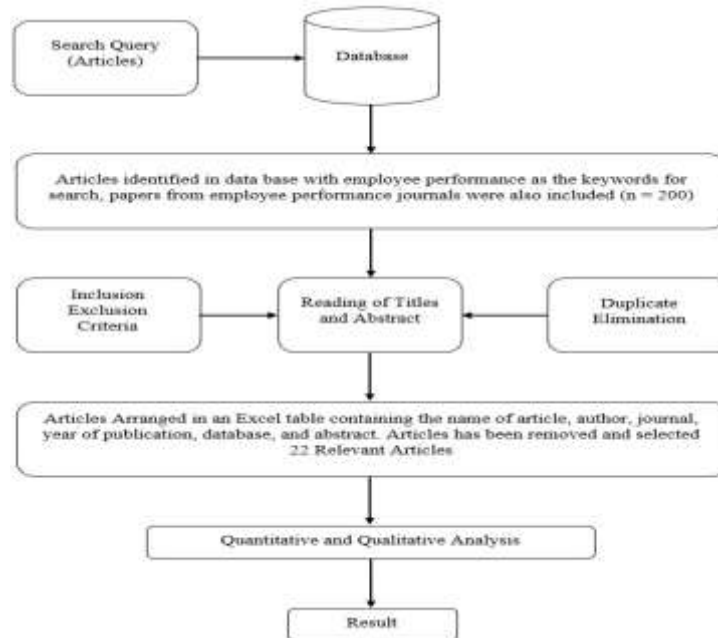


Figure 1. Articles Elimination Process

III. Result and Discussion

The articles that were considered for inclusion in this comprehensive literature review shared a number of distinctive qualities, not only with regard to the origin and composition of the sample, but also with regard to the nature of the thing that served as the primary focus of the investigation. The majority of the study on employee performance has been conducted in developed countries, the findings of which are listed in Figure 2 according to journal and time period.

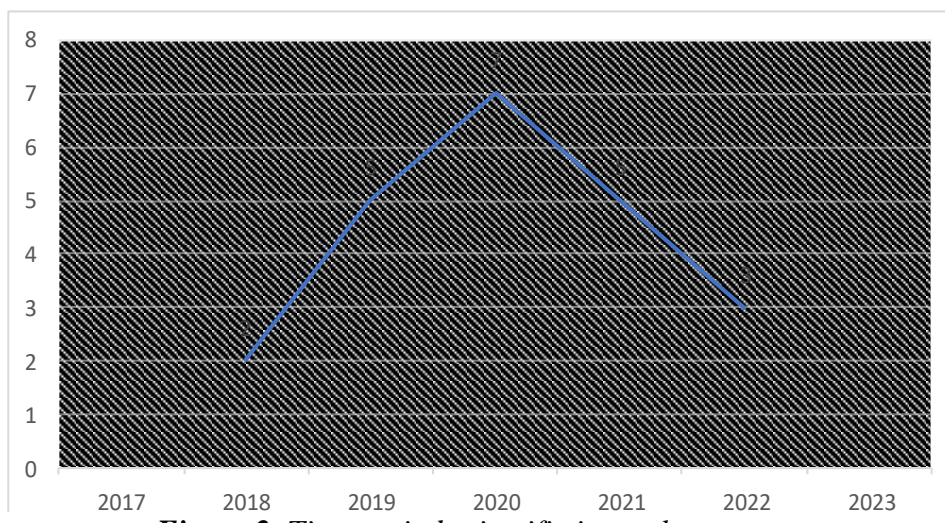


Figure 2. Time period scientific journal sources

Figure 3 presents the various places from which scholarly papers originate. As can be seen in Figure 3, the International Journal of Hospitality Management and Personality and Individual Differences were the publications that were brought up most frequently while talking about employee performance, with three mentions of each journal. The 22 articles that have been published in scientific journals can be broken down as follows: two of them have been published in journals that focus on business research, two of them have been published in journals that focus on human resource management, and finally, two journals have been published in European research on management and business economics. Following that, a couple of journals from the worldwide journal of productivity and performance management. According to Figure 3, there are twenty-two different periodicals. The quantitative findings presented here suggest that the performance of these workers is something those academic scholars are interested in studying.

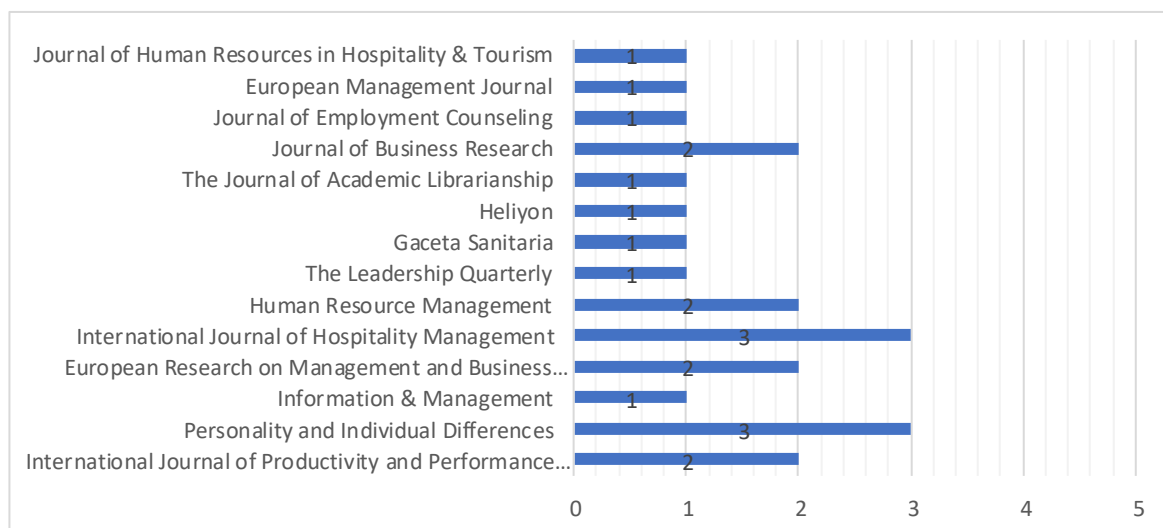


Figure 3. Source of the journal name

Figure 4 demonstrates that there are a number of publishers who put out journals on the topic of employee performance. Emerald Insight is responsible for publishing two of the 22 articles that were written for scientific journals. Then there is one journal published by Wiley Periodicals, Inc., as well as one journal published by Wiley Periodicals, LLC, as well as one journal published by Routledge Taylor & Francis. In addition, 16 of them were published by Elsevier publishers, which were broken up into several sections: Elsevier Ltd. published 8 of them, Elsevier Inc. published 4 of them, Elsevier Espana, SLU published 3 of them, and Elsevier BV published 1 of them. Elsevier BV was the only section that published a journal. In accordance with Figure 4, there have been presentations of 22 different periodicals. The quantitative findings suggest that academic scholars have been paying attention to this conversation on the performance of employees

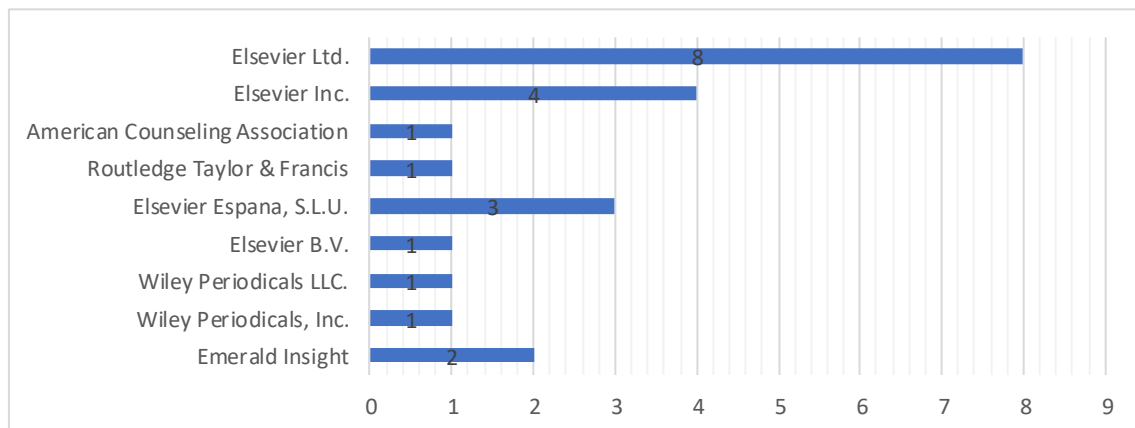


Figure 4. Journal publication sources

Figure 5 will show the distribution of the country of origin of the journals that will be presented in this systematic literature review, there are 14 countries of origin of the journals used to be studied in this study. Spain is the largest with 4 journals, China and Indonesia have 3 journals, Jordan has 2 journals, and other countries have 1 journal each.

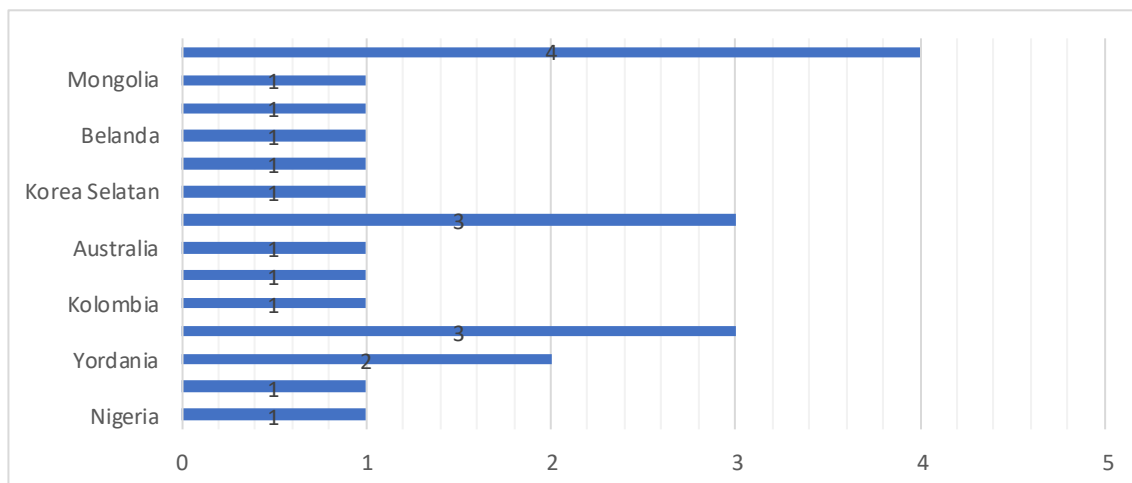


Figure 5. Source country of origin of the journal

3.1 Analysis of Factors Affecting Employee Performance

Because the value of employee performance is so high, it is essential to pay close attention to the aspects that can motivate people to perform at their highest level. Performance is a term that can cover a lot of ground on its own. Performance, on the other hand, can be defined as "an activity or series of acts that can be observed and quantified." This definition applies to performance in the context of a certain job or position. The performance gap, on the other hand, is the gap that exists between the anticipated or expected performance and the actual or measured performance (McConnell, CR, 2011). The findings are summarized in Table 1, which may be found below.

Table 1. Results and Findings Journal

Number of Journal	Author	Result
1.	Anastasios D.Diamantidis and Prodromos Chatzoglou. (2018)	The model that is being offered takes into account a variety of parameters that have an impact on EP. In particular, the importance of the role that organizational climate, management support, the adaptability of the work environment, and intrinsic motivation play in shaping employee performance was emphasized
2.	Ida Ayu, Sapta Rini, Carla Alexandra, Mateus Ximenes, Salustiano Dos Reis, Wayan Gede. (2018)	When employees have a high feeling of engagement, ethical leadership will be able to increase employee performance. After that, it will be able to influence employees in practicing OCB conduct, and ultimately, it will be able to improve performance for the two mediating positions.
3.	James A. Roberts, Meredith E. David. (2019)	BPhubbing can negatively impact employees' trust in their supervisors and undermine important outcomes of job satisfaction and performance.
4.	Qi, Yi Wang, Chen, Jose Benitez, Jiang. (2019)	Both work-oriented social media platforms, such as DingTalk, and socialization-oriented social media platforms, such as WeChat, are complimentary tools that develop synergies to improve the performance of teams and individuals.
5.	Anis Eliyana, Syamsul Ma'arif, Muzakki. (2019)	According to the findings, there is a favorable effect that the variable job satisfaction has on overall job performance. There is a correlation between being happy in one's profession and one's level of success.
6.	Isabel Buila, Eva Martínez, Jorge Matute. (2019)	The findings indicate that transformative leadership is directly associated with improved performance on the job.
7.	Cooper, Wang,	We have discovered that employee resilience contributes to employee performance in a beneficial way.

Number of Journal	Author	Result
	Bartram, Fang Cooke. (2019)	
8.	Nicoleta Mesleca, Oana Fodor, Renata. (2020)	According to the findings, individual performance is directly affected in a good way by charismatic leadership as well as rewards that are based on performance.
9.	Andrés, Alegre, López-Cabral. (2020)	WBHRM and engaging leadership make it possible for the HR department and the immediate supervisor to provide consistent signals to employees. These messages are based on a motivating process in which job resources lead to positive attitudes and higher performance.
10.	Grace. Chien, Iris, Enkhzaya & Wanching Chang. (2020)	It has been found that financial incentive, internal self-concept, and the internalization of goals are the three work motives that have a substantial effect on employee self-concept, which in turn has a major effect on employee performance.
11.	Masyitha, M. Furqaan, Andi, A. Muflihah, Yahya, Nurul Hans. (2020)	The performance of female employees might be negatively impacted by multiple role conflicts as well as the stress of their jobs.
12.	Mohamed Khtatbeh, Anuar Shah, Suhaimi, Rosmah. (2020)	The first finding of this research indicates that there is a beneficial relationship between job analysis and performance, and it also demonstrates that there is a beneficial relationship between procedural justice and performance.
13.	José Peiró, Jaime Bayona, Amparo, Annamaria. (2020)	This research makes a contribution to the existing body of literature on human resource management by broadening our understanding of the direct influence that job characteristics have on job performance.
14.	Luca, Daria, Vîrgă,	Our findings successfully replicate these results in a European sample, suggesting a possible positive cross-

Number of Journal	Author	Result
	Andrei. (2020)	cultural impact of work engagement on performance.
15.	Teresa, Thi Hong Hai, Yasmina, Jose M.. (2021)	It appears that the level of resilience an employee possesses has a strong and favorable association with performance.
16.	Oluwatobi I. Omotunde, Gabriel O. Alegbeleye. (2021)	It is recommended that activities relating to talent management be enhanced in order to improve the overall performance of librarians working in university libraries.
17.	Long-Zeng, Zhuanzhuan, Yijiao, Kwong, Mengqi. (2021)	Leader Member Exchange (LMX) is positively related to the service performance of hotel frontline employees.
18.	Kyoung, Leanne, Phillip, Ijeoma, Kibok, Jia Yu. (2021)	It was discovered that the effect of a favorable climate on TMX was carried through in-role and extra-role performance, and that the relationship between TMX and job performance was dependent on the group's mean TMX level. Additionally, it was discovered that the effect of a favorable climate on TMX was carried through in-role and extra-role performance. In particular, how TMX influences one's ability to accomplish their work.
19.	Mominul Haque Talukder and Maria Carmen. (2021)	The level of support provided by supervisors has a material and beneficial impact on the performance of employees.
20.	Ikrema Alqudah, Carballo- Penela, Emilio. (2022)	According to our findings, employee performance is favorably impacted in a meaningful way by a readiness to adapt to new circumstances.
21.	Luigi Stirpe, Silvia Profili, Alessia Sammarra. (2022)	This study, which is based on the JD-R model, investigates whether satisfaction with HRP affects workforce performance, how it does so, and when it does so. The findings that were produced from the field data that were collected in the Italian context demonstrate that satisfaction

Number of Journal	Author	Result
		with HRP is positively connected to both in-role and extra-role performance.
22.	Angeles, Paula, Lara M.. (2022)	The findings indicate that the presence (or lack) of work performance is not contingent on any one factor acting alone. However, according to the findings of a combined study on the conditions that are associated with workers' perceptions of supervisory behavior, the presence of job performance is contingent upon either transformational leadership, supervisory empowerment, or social support. All three of these factors are required for optimal job performance. The presence or absence of employee work performance is directly related to the significance of the assignment as well as their level of empowerment.

According to the findings of the 22 journals that were utilized to compile Table 1, a great deal of elements are connected and influence the performance of employees. In order to make it simple for you to understand the factors associated to employee performance, which are outlined in Table 2, see below.

Table 2. Factors Affecting Employee Performance

No.	Factor	Journal Number
1.	Organizational Climate	1
2.	Training	1
3.	Job Environment	1
4.	Proactivity	1
5.	Skill Flexibility	1
6.	Adaptability	1
7.	Motivation	1,5,10
8.	Leadership	2,6,8,22
9.	Employee Engagement	2
10.	Organizational Citizenship Behavior (OCB)	2
11.	Job Satisfaction	3,5,21
12.	Work Oriented	4
13.	Socialization Oriented	4
14.	Employee Resilience	7,15
15.	Reward Manipulation	8
16.	Well-Being-Oriented Human Resource Management (WBHRM)	9
17.	Self-Concept	10
18.	Goal Internalization	10
19.	Work Stress	11
20.	Role Conflict	11
21.	Job Analysis	12
22.	Procedural Justice	12

No.	Factor	Journal Number
23.	Work Characteristics	13
24.	Work Engagement	14
25.	Talent Management	16
26.	Leader Member Exchange (LMX)	17
27.	Team Member Exchange (TMX)	18
28.	Support	19
29.	Readiness for Change	20
30.	Task Significance	22
31.	Empowerment	22

According to the data in Table 2, there are a variety of aspects that are connected to and have an impact on the performance of employees. There are a total of 31 elements associated to and impacting employee performance, based on the 22 journals that were used. According to at least four different publications, the component that has the greatest impact on employee performance is leadership. Then, aspects that affect employee performance include motivation and satisfaction, with each employee having three notebooks to keep track of their thoughts. The employee resilience to employee performance is then divided into two journals, and each of the other elements that are related to and have an effect on employee performance is divided into one journal. In addition, based on the 22 journals that were utilized in this systematic literature evaluation, Table 3 will display the elements that have the potential to mediate the relationships between the independent variables and the dependent variable of employee performance. The variables that have a moderating effect on employee performance are listed in Table 3 below.

Table 3. Factors Mediating Employee Performance

No.	Factor	Journal Number
1.	Employee Resilience	7
2.	Trust	9
3.	Happiness at Work (HAW)	9
4.	Procedural Justice	12
5.	Importance	13
6.	Work Engagement	14
7.	Leader Member Exchange (LMX)	17
8.	Team Member Exchange (TMX)	18
9.	Work Life Balance (WLB)	19
10.	Commitment	19

Based on the mediating factors on employee performance shown in Table 3, it was found that 10 factors mediating employee performance were found in 8 journals out of 22 journals used. To make it easier to see the results from Table 2 and Table 3, they will be shown in Figure 6 and Figure 7.

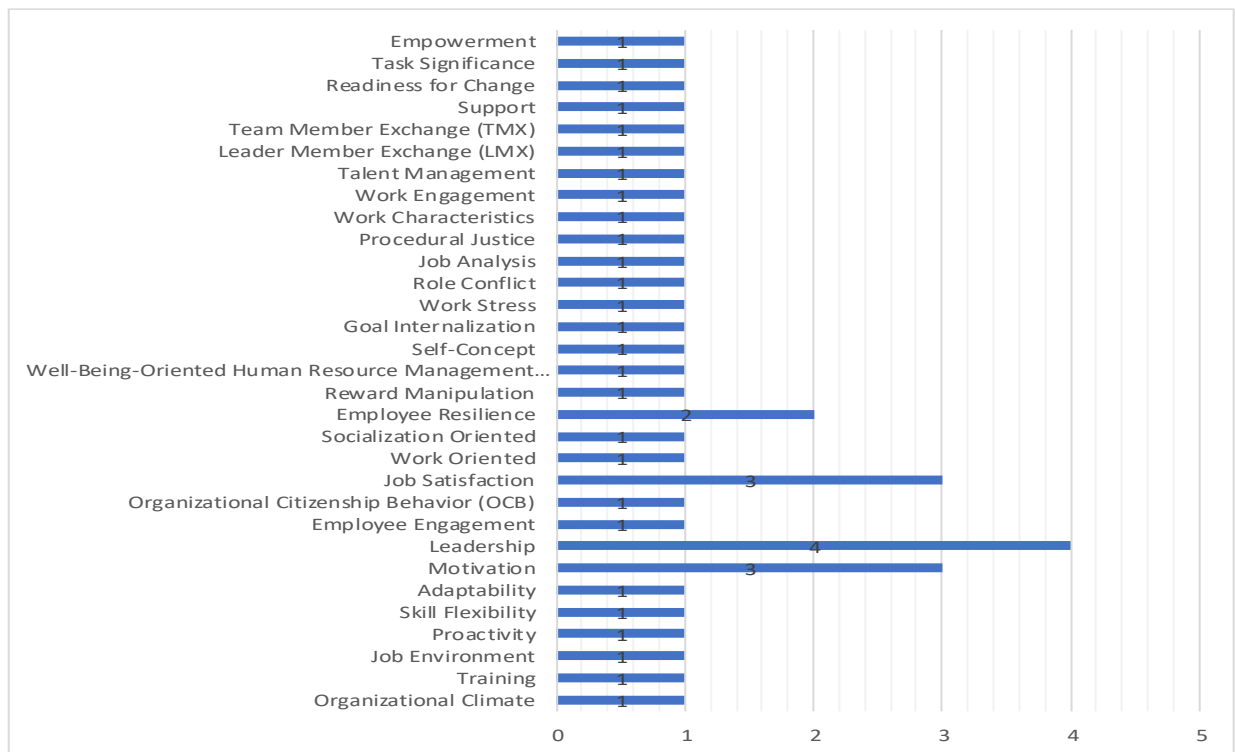


Figure 6. Factors Associated with and Affecting Employee Performance

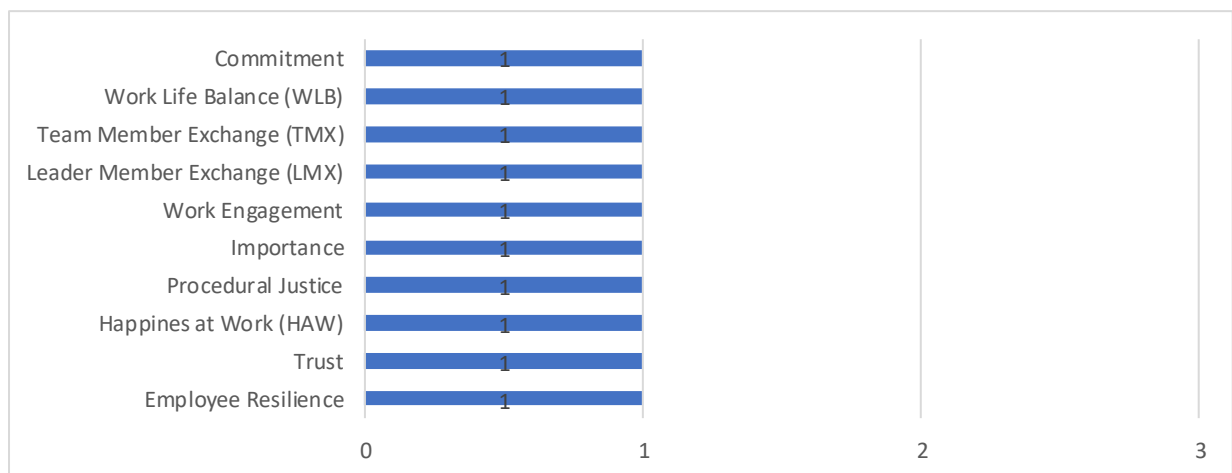


Figure 7. Factors Mediating Employee Performance

Based on the factors that relate and affect employee performance from the 22 journals used, it will explain 4 factors found in more than 1 journal as follows:

1. Leadership, specifically the study of transformational leadership, is a field that offers empirical data on the positive effect that this factor has on the performance of frontline staff (Judge and Piccolo, 2004). The performance of employees is significantly improved when their leaders demonstrate ethical behavior. Mayer included it in his collection. (2009), and Piccolo. (2010)
2. Motivation, the concepts of motivation and performance management cover a wide swath of territory and ought to be reexamined in commercial organizations as a practical

means of boosting employees' incentive to do high-quality work. (Cokins, 2009). Employees in companies benefit from increased motivation because it encourages them to work harder and for longer periods of time, which in turn makes their jobs more enjoyable and contributes to their overall success in the workplace (Honore, 2009).

3. Satisfaction, researchers who looked at the relationship between job satisfaction and performance at work came to the conclusion that job satisfaction can act as a catalyst for improved performance (Bouckennooghe, Raja, and Butt, 2013). According to research conducted by (Osiokalu, Pngunleye, & Effiong, 2015) and (Al-Ajouni, 2015) to establish the relationship between job satisfaction and work performance, the findings indicate that there is a positive and substantial relationship between job satisfaction and work performance.
4. Employee resilience, resilience in employees, with resilience serving as the primary psychological capacity to improve worker welfare and performance (Luthans, Avey, Avolio, & Peterson, 2010). As an aspect of human resource management, resilience is something that can be cultivated proactively to improve an individual's well-being and performance (Wang, Cooke, & Huang, 2014).

IV. Conclusion

Based on the factors that have been found, employee performance can be influenced by many variables, this shows that improving employee performance can be done in various ways, but it should be noted that although there are many factors that can improve an employee's performance, these factors must be adjusted to the needs of each employee because if the correct method is not applied, the increase in employee performance will not be optimal or may not have any impact on the employee's performance. Optimal employee performance will be achieved more quickly when an employee fulfills the factors he needs in his work to complete his tasks.

Leadership is the most related factor and affects employee performance, this is evidenced by a review of the 22 journals used, there are 4 journals that consider leadership to be related and affect employee performance. Then, motivation was found in the 3 journals used, also satisfaction was found in the 3 journals used and employee resilience was found in the 2 journals used other factors found that there was 1 factor in each journal.

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