

## Research Article

# Investigating the Core Variables of Employee Performance: A PRISMA Systematic Review

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## Abstract.

This study aims to identify the key factors influencing employee performance and to understand the relationships between these factors and workforce outcomes. The research employs the PRISMA methodology (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) to conduct a systematic literature review. Data were gathered by searching the Scopus database using the keyword “factors influencing employee performance.” Only the most recent articles from the past three years that met predetermined inclusion criteria were selected, resulting in 22 relevant studies. The analysis reveals that the type of leadership, organizational culture, employee engagement, and human resource management practices significantly impact employee performance. These findings highlight the importance of implementing management strategies that focus on leadership development, organizational culture, and efficiently managing human resources to improve employee performance.

**Keywords:** culture, employee performance, human resource, PRISMA, systematic review

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## 1. Introduction

Because it is such an important factor in determining the level of success that an organization achieves, the performance of its employees has been a main emphasis in the organizational sector for a very long time. On an individual level, employee performance is a reflection of a person's efficacy in accomplishing activities connected to their job. On an organizational level, employee performance directly contributes to the success of the organization in terms of both productivity and competitiveness. Research on employee performance is ongoing, and it is being conducted using a variety of theoretical approaches in order to gain an understanding of how individuals might achieve optimal results in a changing work environment [1].

According to Aguenza and Som [2], employee performance is defined as their productivity and efficiency in the workplace, which results in valuable outputs for the organization. Meanwhile, Gardner [3] Employee performance, also known as employee



appraisal, is the process of collecting, analyzing, and documenting information regarding an employee's relative contribution to the business. According to Gardner [3] employee performance is the process of evaluating a person's work in order to make fair management decisions. Employee appraisal is another name for employee performance. McCloy et al. [4] define employee performance as a form of behavior aimed at achieving organizational goals.

The measurement of employee performance is often framed within quantitative and qualitative contexts. The quantitative aspect includes productivity, which can be measured through work output or the success rate in achieving specific targets. Meanwhile, the qualitative aspect often includes the quality of work and the employee's contribution to innovation or decision-making. Both aspects serve as key indicators in understanding employee performance and how their roles can be comprehensively measured [5]. Therefore, understanding various approaches to assessing employee performance is essential for effectively managing human resources.

An organization with optimal employee performance can easily adapt to market changes and industry demands. Poor employee performance, on the other hand, can reduce productivity and create obstacles to achieving organizational goals. Hence, identifying the key factors underlying employee performance becomes a critical element in the context of strategic management [6].

Although various tools and methods exist for evaluating performance, there remains a gap in the literature regarding factors that consistently contribute to improving employee performance. Some studies highlight the importance of objective and consistent evaluation to maintain fairness in performance measurement [7]. Organizations often adopt various measurement methods, such as 360-degree evaluation or competency-based assessment, but their effectiveness remains debated among researchers. Therefore, a study titled "Investigating the Core Variables of Employee Performance: A PRISMA Systematic Review" will be conducted. The PRISMA method is used in this research to filter various studies related to employee performance and provide a comprehensive overview of relevant key variables.

The use of the PRISMA method in this study enables the screening of studies through a systematic and comprehensive approach. By following PRISMA procedures, this research will ensure that only studies meeting the criteria are included in the analysis. In addition to enhancing validity, PRISMA provides a reliable framework for

future research. As a result, the findings of this study are expected to make a significant contribution to the existing literature on employee performance.

By mapping out the key variables that influence employee performance, this research aims to provide a foundation for future studies. With a comprehensive review, organizations can gain deeper insights into the factors that impact performance within the organization. Therefore, this research has the potential not only to advance the theoretical understanding of employee performance but also to offer practical implications for managers in more effectively managing human resources.

## 2. Literature Review

Employee performance is one of the key factors that determine the success of an organization. According to Pickering and Pickering [8], performance is a measurable and controllable factor that plays an important role in achieving organizational goals. This makes performance a primary component in management strategies to ensure that each employee makes an optimal contribution to the organization.

Many experts define employee performance from different perspectives. McCloy et al. [9] describe performance as behavior aimed at achieving results in line with organizational goals. This approach highlights performance as a form of action directed toward reaching the set targets. Meanwhile, Matheswaran & Nithya [10] define employee performance as an individual's ability to carry out their tasks and responsibilities well. This definition emphasizes achieving performance standards set by the organization, in terms of timeliness, accuracy, and effectiveness.

Bharadwaj & Jamal [11] suggest that employee performance can be evaluated using three main indicators: *task performance*, *adaptive performance*, and *contextual performance*. *Task performance* measures an employee's effectiveness in completing core tasks directly related to their job. *Adaptive performance* refers to an employee's ability to adapt to changes or new challenges, which is increasingly important in dynamic work environments. Finally, *contextual performance* encompasses contributions that are not directly related to specific tasks but help the organization function better, such as assisting coworkers and maintaining a positive work environment.

3. Material and Methods

Through the use of a Systematic Literature Review (SLR) approach, this study applies a qualitative analysis method. SLR is a method that is both systematic and complete, and it is used to find, evaluate, and synthesize relevant studies that are related to specific research topics. In addition to addressing research questions or hypotheses, the purpose of systematic literature review (SLR) is to provide a clear and thorough summary of the available literature on a particular subject. [12-13]. The primary focus of this study is on “employee performance,” with the objective of identifying the elements that influence employee performance and gaining a knowledge of the linkages that exist between those influences.

To achieve the research objectives, a thorough literature review was conducted in accordance with strict procedures. The data used in this study were sourced from the Scopus database, chosen for its reputation as one of the largest and most reliable research databases. By utilizing Scopus, it is expected that the selected articles will be of high quality and capable of accurately answering the research questions. The article selection process followed inclusion and exclusion criteria aligned with the research objectives, as summarized in Table 1.

TABLE 1: Criteria for Inclusion and Exclusion of Candidates.

Inclusion Criteria	Exclusion Criteria
Articles published in the last three years (2022-2024) Articles written in English Final articles that have undergone peer review Articles employing quantitative methods Articles aimed at analyzing factors affecting employee performance	Articles that are closed access Incomplete articles Articles that do not discuss employee performance at all

By applying these inclusion and exclusion criteria, it is expected that the research objectives can be comprehensively addressed. The data collection method will be explained in the following subsection.

3.1. Data Collection Procedure

Once the database and the criteria had been developed, the subsequent stage was to collect articles that were in accordance with the specifications that had been specified. The primary database that was utilized for this investigation was Scopus. The search in Scopus was conducted using the following syntax, with the keyword “firm sustainability”

being used in accordance with the objectives of the research in question: “employee performance” is “the title.”

It was important to make sure that the articles that were obtained were pertinent to the topic that was being researched. Using the filtering tool of Scopus, filters were applied in accordance with the criteria that had been specified once the relevant articles had been obtained. The filtering syntax was: TITLE (“employee performance”) AND ( LIMIT-TO ( OA, ”all” ) ) AND ( LIMIT-TO ( PUBYEAR, 2022 ) OR LIMIT-TO ( PUBYEAR, 2023 ) OR LIMIT-TO ( PUBYEAR, 2024 ) ) AND ( LIMIT-TO ( PUBSTAGE, ”final” ) ) AND ( LIMIT-TO ( LANGUAGE, ”English” ) ) AND ( LIMIT-TO ( SRCTYPE, ”j” ) )

After filtering with the above syntax, a total of 247 articles matching the study’s criteria were obtained. The next step was to screen these 247 articles based on title, abstract, and keywords. After this screening, 47 articles met the inclusion criteria. The next step was to review the full text of these articles to ensure the accuracy of the research. This resulted in a final total of 22 articles that met the study’s criteria. A detailed overview of the data collection process is shown in Figure 1 below.

## 4. Results and Discussion

Based on the PRISMA review in Table 2, 22 journals met the criteria and were analyzed in this study, each focusing on determinant variables affecting employee performance.

The study by Tobing et al [14] shows that Human Resource quality and transformational leadership positively influence employee performance in SMEs in Jember. HR quality enhances competency and productivity, while transformational leadership motivates employees to perform better. According to research by Almaaitah et al. [15], who looked at the function of e-HRM in the public sector of Jordan, employee engagement is a mediator between e-HRM and performance, with engagement leading to more motivation and, in turn, better performance.

Aljaddouih and Alkharishi [16] focused on leadership styles among physiotherapists in Jordan, showing that job satisfaction positively affects employee performance, although transformational leadership did not show a significant influence. Zhang [17] found that positive HR practices are closely related to improved employee performance through the moderation of employee engagement, demonstrating that well-implemented HR practices increase employee motivation and involvement, leading to better performance.

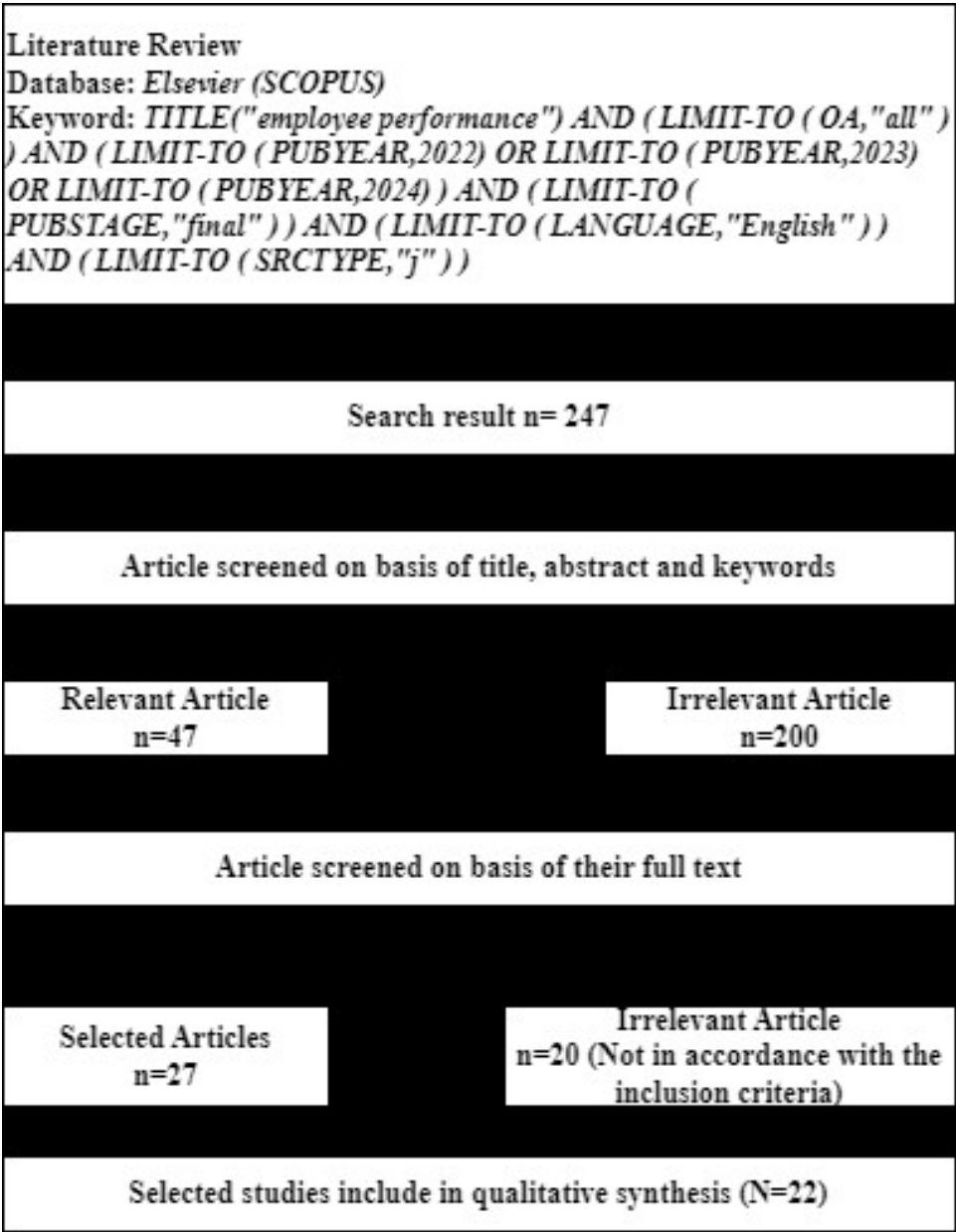


Figure 1: PRISMA Diagram Flow.

Green work surroundings and strong motivation influence the relationship between employee engagement and performance, according to research by Nusraningrum et al. [18] on Jakarta’s logistics sector. This suggests that a good work environment can encourage increased engagement. Santika et al. [19] highlighted that leadership style and organizational culture are key factors influencing employee performance at PT Muda Kaya Mendunia, where effective leadership and a strong culture drive better performance.

Strategic leadership and information sharing were determined to significantly improve employee performance across a range of firms when Yas et al. [20] investigated this.

TABLE 2: Selected Article.

No	Authors	Year
1	Tobing [14]	2024
2	Almaaitah [15]	2024
3	Aljaddouih [16]	2024
4	Zhang [17]	2024
5	Nusraningrum et al. [18]	2024
6	Santika et al. [19]	2023
7	Yas et al. [20]	2023
8	Elifneh and Embilo [21]	2023
9	Singh et al. [22]	2023
10	Masharyono [23]	2023
11	Karim et al. [24]	2023
12	Udin [25]	2023
13	Udin et al. [26]	2023
14	Qalati et al. [27]	2022
15	Teoh et al. [28]	2022
16	Meiryani et al. [29]	2022
17	Maryati and Astuti [30]	2022
18	Hasibuan and Azmy [31]	2022
19	Mohammad et al. [32]	2022
20	Nasir et al. [33]	2022
21	Haryanto et al. [34]	2022
22	Idris et al. [35]	2022

In contrast, Efineh and Embilo [21] shown that, in an Ethiopian research institute, a supportive culture increases staff effectiveness and efficiency, demonstrating the crucial

importance of organizational culture in determining employee performance. Employee involvement in healthcare organizations can boost performance, according to research by Singh et al. [22]. This is especially true when dealing with incivility on the job, as high levels of engagement reduce the impact of bad behavior on productivity.

Masharyono [23] demonstrated that in Indonesian state-owned companies (BUMN), job characteristics, work environment, and employee engagement all interact to provide an ideal performance-supportive environment. Adaptive leadership styles considerably boost performance, according to research by Karim et al. [24], which found that leadership style is a major determinant impacting employee performance in Bangladesh's telecommunications sector.

Organizational learning culture, according to Udin [25], is a mediator between transformational leadership and intrinsic motivation, two factors that boost employee performance. Although organizational culture and performance did not show a statistically significant correlation, Udin et al. [26] showed that transformational leadership improved outcomes. Qualati et al. [27] confirmed the results, demonstrating that civic engagement and transformative leadership may substantially boost an organization's performance.

Employee performance in Malaysia's hospitality business is greatly improved by inspirational motivation and idealized influence, according to Teoh et al. [28], who examined the aspects of transformational leadership. The difficulties in using this leadership paradigm in times of crisis are demonstrated by Meiryani et al. [29], who found that neither transformational leadership nor remote work significantly affected employee performance during the epidemic.

Maryati and Astuti [30] found that spiritual leadership and employee engagement positively affect employee performance, with organizational commitment as an important moderating variable. Hasibuan and Azmy [31] emphasized that leadership style, organizational culture, and work ethics all have significant impacts on improving employee performance in technology service companies.

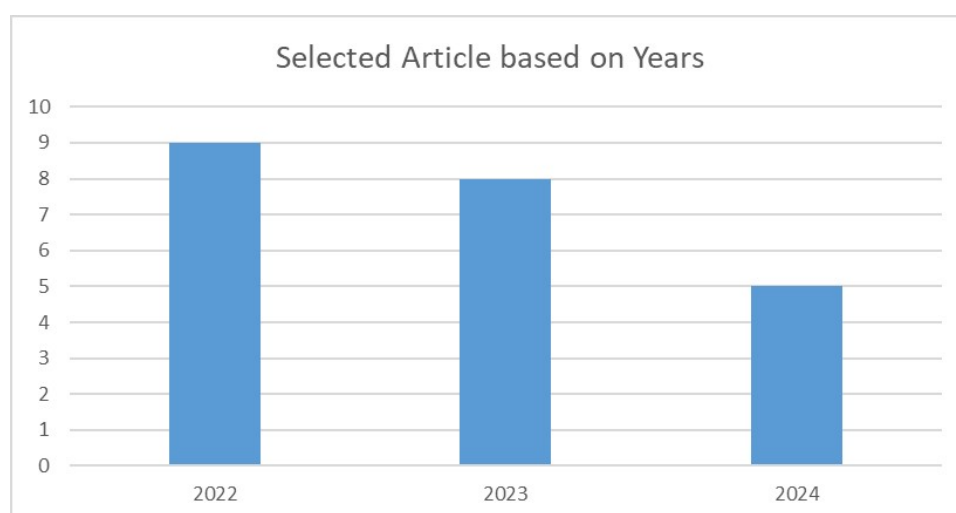
The most influential leadership style on employee performance was transformational leadership, according to research by Mohammad et al. [32]. Employee engagement mediated the relationship between transactional, laissez-faire, and transformational leadership. Transformative leadership mitigates the detrimental impacts of workplace conflict on employee performance, according to Haryanto et al. [34], while research by Nasir et al. [33] shows that both leadership styles lead to better performance in small and medium-sized enterprises (SMEs).



Lastly, the research by Idris et al. [35] found that while transformational leadership did not have a significant impact on employee performance in the tourism sector, organizational culture remained crucial in enhancing performance. Overall, this analysis shows that transformational leadership, employee engagement, and HR quality are key variables that consistently have a positive influence on employee performance across various contexts.

#### 4.1. Selected Article Based on Year

Figure 2 provides a visualization of the selected articles based on the year of publication. The data shows a variation in the number of publications year by year, with 2022 being the most productive year, producing 9 articles. This may reflect an increased interest or relevance in the chosen research topic during that year, possibly due to significant social, economic, or policy changes. The number of publications was slightly lower in 2023 (8 articles) and decreased further in 2024 (5 articles).

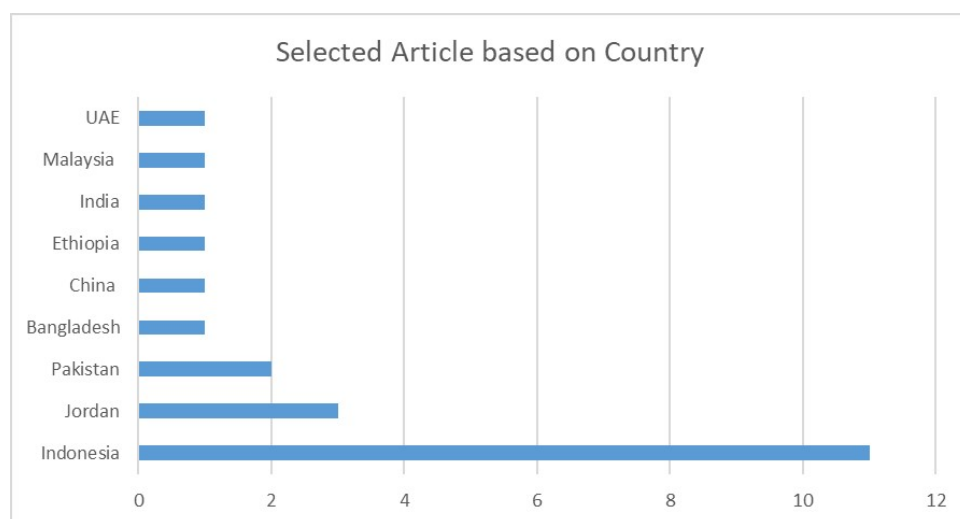


**Figure 2:** Selected Article based on Years.

#### 4.2. Selected Article Based on Country

Figure 3 shows the distribution of selected articles based on country. According to the figure, articles from Indonesia dominate the selection with 11 articles, significantly more than other countries. This suggests that the research topic is highly relevant in the Indonesian context, possibly due to local challenges or policies driving the need for further investigation. Factors such as the development of SMEs, digitalization, or

the implementation of environmental policies in Indonesia may be reasons for this dominance. Contributions from other countries, such as Jordan (3 articles) and Pakistan (2 articles), are fewer but still indicate that the topic has garnered attention in those regions, perhaps in more limited or specific contexts.



**Figure 3:** Selected Article based on Country.

### 4.3. Variables Influencing Employee Performance

Based on the selected articles, several variables have been identified as influencing employee performance. Moreover, these articles also discuss how the relationships between these determinant variables impact employee performance. Table 3 show details of the variables affecting employee performance and the nature of their influence.

Several studies have shown that leadership style has a substantial impact on staff performance. A number of studies have shown a positive correlation between leadership style and employee performance. These include Tobing et al. [14], Santika et al. [19], Karim et al. [24], Udin [25], Udin et al. [26], Qalati et al. [27], Teoh et al. [28], Maryati and Astuti [30], Hasibuan and Azmy [31], Mohammad et al. [32], Nasir et al. [33], Haryanto et al. [34], and Yas et al. [20]. This suggests that leaders can improve staff motivation and performance by implementing effective leadership styles. Leadership style may not necessarily make a big difference, according to research by Aljaddouih and Alkharishi [15], Meiryani et al. [29], and Idris et al. [35].

A number of research, such as Santika et al. [19] and Efineh and Embilo [21], confirmed that organizational culture significantly impacts employee performance. Employees'

TABLE 3: Factors influence Employee Performance.

Factors	Result	Previous Research
Leadership Style	Significant Positif	Tobing et al. [14] Santika et al. [19] Karim et al. [24] Udin [25] Udin et al. [26] Qalati et al. [27] Teoh et al. [28] Maryati and Astuti [30] Hasibuan and Azmy [33] Mohammad et al. [32] Nasir et al. [35] Haryanto et al. [34] Yas et al. [20]]
	Not Significant	Aljaddouih and Alkharishi [16] Meiryani et al. [29] Idris et al. [35]
Culture	Significant Positif	Santika et al. [19] Efineh and Embilo [21] Hasibuan and Azmy [31] Idris et al. [35]
	Not Significant	Udin et al. [26]
Employee Engagement	Significant Positif	Almaaitah et al. [15] Nusraningrum et al. [18] Singh et al. [22] Masharyono [23] Maryati and Astuti [30] Mohammad et al. [32]
Human Resource	Significant Positif	Tobing et al. [14] Zhang [17]

contributions to the company's success are bolstered by an encouraging work environment that values teamwork, creativity, and professional growth. This data demonstrates that workers are more likely to put up their best effort when they are part of a positive, welcoming, and supportive workplace. On the other hand, Udin et al. [26] discovered that there was no substantial effect of organizational culture on employee performance.

There was a statistically significant positive correlation between employee engagement and performance. Almaaitah et al. [15] and Nusraningrum et al. [18] are just two of the many research that have shown that a more engaged workforce produces better results. Motivated, invested, and able to give their all in pursuit of organizational goals, employees experience high levels of engagement when they are a part of the bigger picture.

Human Resource Practices are another important factor that affects how well employees do their jobs. Evidence from both Tobing et al. [14] and Zhang [17] indicates that effective HR policies have a favorable and statistically significant effect on employee

performance. Evidence suggests that practices including training, development, performance review, and rewards can boost employee capabilities and performance. Human resource management at its best goes beyond just handling paperwork to make sure every worker gets a say in company decisions that affect them and has chances to advance in their careers.

## 5. Conclusion

Research employing the PRISMA approach indicated that leadership style, corporate culture, employee engagement, and human resource practices are some of the key elements that impact employee performance. In a wide range of industries and nations, these variables have a beneficial effect on worker productivity. Leadership styles, especially transformational leadership, have been shown to increase staff engagement and performance. Similarly, an organizational culture that promotes inclusivity and collaboration also boosts individual performance.

Furthermore, in a supportive work environment, employee engagement is particularly important since it mediates the relationship between different organizational characteristics and employee performance. Training and development are two examples of good HR practices that have a substantial influence on raising workers' competence and output. Consequently, in order to increase total employee performance, it is crucial to execute management techniques that center around developing leaders, fostering a positive organizational culture, and practicing effective human resource management.

## Conflict of Interest

The authors declare no conflict of interest.

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