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Analysis of Factors Affecting Employee Performance: A Systematic Literature Review

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ABSTRACT

Employee performance is a critical determinant of organizational effectiveness and sustainability, particularly as organizations face increasing demands for productivity, adaptability, and effective human resource management. However, previous studies have identified diverse and sometimes inconsistent factors associated with employee performance, indicating the need for an integrated synthesis of existing evidence. This study aimed to systematically review and synthesize empirical evidence on the factors influencing employee performance and to develop an integrated conceptual framework that explains their relationships. A systematic literature review was conducted using a structured study identification, screening, eligibility, and synthesis process based on established systematic review principles. Relevant studies were identified from scholarly literature and selected according to predefined inclusion and exclusion criteria. The findings were analyzed through descriptive mapping and thematic synthesis to identify recurring determinants, patterns of relationships, and inconsistencies across previous studies. The review identified four major dimensions influencing employee performance: individual, managerial, psychological, and organizational factors. Individual factors included competence, education, training, ability, and responsibility, while managerial factors primarily involved leadership style and digital leadership. Psychological factors encompassed motivation, job satisfaction, employee behavior, and work stress, whereas organizational factors included work environment, organizational culture, discipline, reward systems, workload, and planning. Leadership, competence development, education and training, and work discipline demonstrated relatively consistent relationships with performance, while findings concerning motivation, work environment, and workload varied across contexts. The study contributes an integrated framework for understanding employee performance and provides practical implications for developing more comprehensive human resource management strategies and evidence-based organizational policies.

1. Introduction

Employee performance is a fundamental concern in Human Resource Management (HRM) because it reflects employees' contributions to organizational objectives through the quality and quantity of work, task accomplishment, effectiveness, and work-related behaviors. In an increasingly dynamic organizational environment, maintaining employee performance has become more challenging as organizations face technological transformation, changing employee expectations, competitive pressures, and the need for continuous adaptation. These conditions require organizations to develop integrated human resource strategies that strengthen employee capabilities while establishing supportive organizational environments. Previous research has identified individual, interpersonal, managerial, and organizational factors as important determinants of employee performance (Al-Musadieq et al., 2018).

Leadership is one of the most frequently examined determinants of employee performance because leaders influence employees through direction, communication, motivation, and organizational support. Transformational leadership can improve performance by establishing a shared

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vision and encouraging employees to exceed conventional expectations, including in organizations implementing remote working arrangements (Meiryani et al., 2022). Similarly, servant leadership has been associated with employee service performance through work engagement and a supportive organizational climate (Peng & Chen, 2021). Employee competence is another important determinant, encompassing the knowledge, skills, abilities, and behavioral characteristics required to perform responsibilities effectively. Employees with adequate competence are generally better equipped to solve problems, adapt to changing work requirements, and achieve organizational standards. Previous studies have identified competence as a predictor of employee performance, particularly when accompanied by appropriate leadership and work motivation (Saputra & Syamsir, 2022; Heatubun, 2024). Nevertheless, competence alone may not ensure optimal performance when employees lack motivation, organizational support, or favorable working conditions.

Work motivation and job satisfaction also contribute to understanding differences in employee performance. Motivation influences employees' effort, persistence, and willingness to accomplish organizational tasks, whereas job satisfaction reflects their evaluations of working conditions, organizational policies, and relationships with supervisors and colleagues. Previous research has examined motivation as both a direct determinant of performance and a mechanism through which organizational culture, leadership, and competence influence employee outcomes (Darmanto et al., 2024). Meanwhile, evidence from Indonesian civil servants indicates that organizational culture and the work environment can influence job satisfaction and, subsequently, employee performance (Anggoro, 2022). These findings suggest that employees' performance depends not only on their capabilities but also on their motivation, job-related attitudes, and experiences within the organization.

Organizational culture and the work environment represent additional organizational determinants. Organizational culture comprises shared values, norms, beliefs, and behavioral expectations that shape employees' perceptions and conduct. A supportive culture may encourage collaboration, accountability, innovation, and organizational identification. However, empirical findings concerning the relationship between organizational culture and employee performance remain inconsistent. Some studies report positive effects, whereas others identify insignificant relationships when culture is examined alongside leadership, the work environment, and other organizational factors (Darmawan, 2022; Anggoro, 2022). Similarly, a conducive work environment can facilitate concentration, collaboration, and task accomplishment, although its direct relationship with performance may vary according to organizational context and the variables included in the analytical model (Anggoro, 2022; Munawaroh & Setiawati, 2022). These differences indicate that the relationships between organizational conditions and employee performance require further synthesis across existing studies.

Contemporary HRM research has also emphasized psychological and relational mechanisms, including work engagement, organizational support, and psychological capital. Work engagement reflects employees' cognitive, emotional, and behavioral involvement in their work. A meta-analysis by Corbeanu and Iliescu (2023) identified a meaningful relationship between work engagement and job performance, including task and contextual performance. Furthermore, employee affective commitment has been identified as a mediating mechanism in the relationship between supervisors' work engagement and employee performance (Vera & Sánchez-Cardona, 2023). Organizational support may also improve employee outcomes by strengthening positive attitudes and reciprocal relationships between employees and their organizations. Drawing on organizational support theory and social exchange theory, Chen et al. (2020) found an association between organizational support and employee performance, with employee attitudes playing an important mediating role. In addition, psychological capital has been associated with job satisfaction and job performance (Paliga et al., 2022).

Human resource management practices and performance management systems further illustrate the importance of organizational mechanisms in shaping employee outcomes. Practices involving training and development, compensation, performance appraisal, and work-life policies can provide employees with resources and incentives to

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perform effectively (Lim & Ahmad, 2021). Likewise, performance management systems that incorporate performance planning, feedback, appraisal, training, and rewards can contribute to improved employee outcomes (Siraj & Hágen, 2023). Taken together, these findings demonstrate that employee performance is a multidimensional phenomenon influenced by interconnected individual, psychological, interpersonal, and organizational factors.

Despite the extensive literature on employee performance, existing evidence remains fragmented across different variables, organizational sectors, and research contexts. Previous studies have investigated leadership, competence, motivation, job satisfaction, organizational culture, work environment, engagement, organizational support, psychological capital, and HRM practices, often using different conceptual frameworks and analytical approaches. Furthermore, empirical findings are not always consistent. For example, the relationships between organizational culture, the work environment, and employee performance vary according to organizational context and the variables incorporated into analytical models (Darmawan, 2022; Munawaroh & Setiawati, 2022). This fragmentation limits the ability to establish a comprehensive understanding of the dominant determinants of employee performance, the consistency of empirical relationships, and the theoretical and methodological approaches underlying existing findings. Accordingly, a systematic synthesis is needed to integrate the available evidence and identify areas requiring further investigation.

A Systematic Literature Review (SLR) provides an appropriate approach for addressing this gap by systematically identifying, evaluating, comparing, and synthesizing previous research through transparent and reproducible procedures. The PRISMA 2020 framework provides guidance for reporting systematic reviews and documenting the identification, screening, eligibility, and inclusion of studies (Page et al., 2021). Applying a systematic approach can help clarify recurring determinants, examine inconsistencies in empirical findings, and identify underexplored areas in the employee performance literature.

Therefore, this study aims to analyze the factors affecting employee performance through a Systematic Literature Review of studies published during the last ten years. Specifically, it seeks to identify the dominant factors associated with employee performance, examine the consistency and direction of empirical findings, map the theoretical and methodological approaches employed in previous studies, and identify research gaps that may inform future investigations. Theoretically, this study contributes by integrating fragmented findings into a more comprehensive understanding of employee performance determinants and highlighting relationships that warrant further examination. Practically, the findings are expected to assist organizational leaders and HRM practitioners in developing more integrated performance improvement strategies that consider employee competence, leadership, motivation, job satisfaction, organizational culture, working conditions, engagement, organizational support, and HRM practices. The novelty of this study lies in its systematic synthesis of these diverse determinants to establish a broader evidence-based foundation for future HRM research and organizational decision-making.

2. Literature Review

2.1. Conceptual and Theoretical Foundations

Employee performance is a central concept in Human Resource Management (HRM) because it reflects employees' contribution to the achievement of organizational objectives. Employee performance generally encompasses the quality and quantity of work, task accomplishment, effectiveness, efficiency, and behaviors that contribute to organizational functioning. Recent HRM literature increasingly conceptualizes employee performance as a multidimensional construct rather than merely the completion of formal job responsibilities. This perspective distinguishes between task performance, which concerns the execution of formal job duties, and contextual performance, which involves behaviors that support the organizational, social, and psychological environment (Corbeanu & Iliescu, 2023).

From a theoretical perspective, Human Capital Theory provides an important foundation for explaining employee performance. The theory emphasizes that employees' knowledge, skills, competencies, and capabilities constitute valuable

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forms of human capital that can generate productive outcomes. Accordingly, investments in employee training, education, competency development, and knowledge acquisition are expected to enhance employees' capacity to perform their jobs effectively. Recent empirical research continues to demonstrate the importance of employee competence as a determinant of performance, particularly when competence is supported by appropriate motivation and leadership (Saputra & Syamsir, 2022; Heatubun, 2024).

Social Exchange Theory (SET) provides another important theoretical explanation. The theory proposes that relationships between employees and organizations are based on reciprocal exchanges. When employees perceive that organizations provide support, fair treatment, recognition, and favorable working conditions, they may reciprocate through positive attitudes and behaviors, including stronger commitment and higher performance. Organizational support has therefore been identified as an important mechanism influencing employee performance (Chen et al., 2020). This perspective also helps explain why leadership, organizational support, and HRM practices can influence employee performance beyond their direct managerial functions.

The Job Demands–Resources (JD-R) theory further explains employee performance by distinguishing between job demands and job resources. Job resources, including leadership support, organizational support, autonomy, feedback, and development opportunities, can facilitate employee motivation and engagement. In contrast, excessive job demands may generate stress and undermine employee well-being and performance. Recent evidence from meta-analytic research confirms a meaningful relationship between work engagement and job performance, highlighting the importance of psychological involvement in explaining employee outcomes (Corbeanu & Iliescu, 2023).

Leadership theory also provides an important foundation for understanding employee performance. Leadership influences employees through direction, motivation, communication, empowerment, and support. Transformational leadership, for example, emphasizes inspiration and intellectual stimulation, while servant leadership focuses on employee development and well-being. Recent empirical evidence indicates that transformational leadership can contribute to employee performance under changing work arrangements (Meiryani et al., 2022), while servant leadership can enhance service performance through employee engagement and related mechanisms (Peng & Chen, 2021).

Taken together, these theoretical perspectives indicate that employee performance is not determined by a single factor. Rather, performance emerges from the interaction of individual capabilities, psychological conditions, leadership, organizational resources, and HRM practices. Human Capital Theory emphasizes capability, Social Exchange Theory emphasizes reciprocity and organizational support, JD-R theory highlights job resources and employee engagement, while leadership theories explain managerial influences on employee behavior and performance.

2.2. Review of Empirical Studies

Recent empirical studies demonstrate that employee performance is influenced by a broad range of factors operating at individual, managerial, and organizational levels. Among individual-level determinants, competence is one of the most consistently examined factors. Competent employees possess the knowledge and skills required to perform their responsibilities effectively and adapt to changing work requirements. Saputra and Syamsir (2022) found that competence, together with leadership style, integrity, and work motivation, contributes to employee performance. Similarly, Heatubun (2024) reported the importance of competence, motivation, and leadership quality in explaining employee performance.

Work motivation represents another frequently investigated determinant. Motivation influences the intensity and persistence of employees' efforts toward organizational goals. Recent empirical research suggests that motivation may function not only as a direct predictor but also as a mediating mechanism connecting organizational characteristics with employee performance. Darmanto et al. (2024), for example, examined organizational culture, leadership, and competence and identified motivation as an important mechanism in explaining employee performance. These findings suggest that

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organizational interventions may improve performance when they successfully strengthen employees' motivation.

Leadership has also received substantial empirical attention. Meiryani et al. (2022) found that transformational leadership was relevant to employee performance in the context of remote working during the COVID-19 pandemic. This finding illustrates the continuing importance of leadership when conventional work arrangements change. Peng and Chen (2021) similarly demonstrated that servant leadership can influence service performance through employee engagement. These studies suggest that leadership affects performance through both direct managerial mechanisms and indirect psychological mechanisms.

Another major stream of research focuses on job satisfaction. Employees who experience positive evaluations of their work may be more willing to invest effort in organizational tasks. Research among civil servants has demonstrated relationships among organizational culture, work environment, job satisfaction, and employee performance (Anggoro, 2022). However, the magnitude of these relationships differs across contexts, indicating that job satisfaction may operate differently depending on organizational characteristics and other HRM practices.

Organizational culture is another frequently examined determinant. Organizational culture shapes shared values, behavioral norms, and expectations that influence employee behavior. Darmawan (2022) examined organizational culture alongside leadership, work environment, and work discipline in relation to employee performance. However, findings concerning organizational culture are not entirely consistent across studies, suggesting that the effect of culture may depend on the characteristics of the organization and the dimensions used to measure it.

The work environment has likewise been identified as an important contextual determinant. A supportive work environment can facilitate concentration, collaboration, psychological well-being, and productivity. Conversely, unfavorable conditions may increase stress and interfere with task accomplishment. Munawaroh and Setiawati (2022) demonstrated the interconnected relationships among work environment, organizational culture, work stress, and employee performance. This suggests that the work environment may influence performance through both direct and indirect mechanisms.

Recent research has increasingly incorporated employee engagement into models of employee performance. Engagement reflects employees' cognitive, emotional, and behavioral involvement in their work. A meta-analysis by Corbeanu and Iliescu (2023) found a significant relationship between work engagement and job performance, including task and contextual performance. Vera and Sánchez-Cardona (2023) further demonstrated the importance of work engagement and affective commitment in explaining employee performance. These findings indicate that psychological attachment to work is an important dimension of contemporary employee-performance research.

Organizational support and psychological capital provide additional explanations. Chen et al. (2020) found that organizational support can influence employee performance through employee attitudes. Meanwhile, Paliga et al. (2022) demonstrated relationships between psychological capital, job satisfaction, and job performance. These findings suggest that performance is influenced not only by organizational resources but also by employees' psychological resources.

Finally, HRM practices and performance management systems have been increasingly examined as organizational-level determinants. HRM practices such as training, compensation, performance appraisal, and employee development can provide employees with capabilities and incentives to perform effectively (Lim & Ahmad, 2021). Siraj and Hágen (2023) demonstrated the importance of performance management systems involving planning, appraisal, feedback, training, and rewards in improving employee performance. Awan et al. (2020) further highlighted the relationship between performance management systems, employee engagement, and employee performance.

Overall, empirical evidence indicates that employee performance is influenced by multiple interconnected factors. However, the consistency of findings varies across studies, sectors, countries, and methodological approaches.

2.3. Identification of the Research Gap

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The synthesis of previous studies reveals several important gaps in the existing employee-performance literature.

First, the literature remains fragmented across individual determinants. Many studies examine leadership, competence, motivation, job satisfaction, organizational culture, work environment, engagement, or organizational support independently or through relatively limited combinations of variables. Although these studies provide valuable empirical evidence, they do not necessarily provide an integrated understanding of the relative importance and consistency of these factors.

Second, empirical findings remain inconsistent. While several studies report positive and significant relationships between particular factors and employee performance, other studies demonstrate weaker or context-dependent relationships. For example, organizational culture and work environment may produce different effects depending on organizational characteristics, leadership, employee characteristics, and research setting (Anggoro, 2022; Darmawan, 2022; Munawaroh & Setiawati, 2022). Such inconsistencies make it difficult to establish universally applicable conclusions from individual studies.

Third, there is considerable contextual and methodological heterogeneity. Previous research has been conducted across public organizations, private companies, healthcare institutions, SMEs, and other sectors. Studies have also employed different analytical techniques, measurement instruments, theoretical frameworks, and sample characteristics. This heterogeneity provides valuable evidence but simultaneously creates difficulties in determining whether observed findings are robust across contexts.

Fourth, relatively limited research has systematically integrated individual, psychological, managerial, and organizational determinants within a single evidence synthesis. Recent reviews have increasingly examined particular aspects of employee performance, but there remains a need for a broader systematic mapping of the factors investigated during the most recent decade. Therefore, the principal gap addressed by this study is the absence of a sufficiently integrated and systematic synthesis of the determinants of employee performance. This study addresses the gap by systematically identifying and synthesizing recent empirical evidence concerning the major factors associated with employee performance.

2.4. Development of the Conceptual Framework

Based on the theoretical and empirical literature, employee performance can be conceptualized as an outcome influenced by four broad dimensions: individual factors, managerial factors, psychological factors, and organizational factors. Individual factors include employee competence and capabilities. Competence provides employees with the knowledge and skills necessary to accomplish work effectively (Saputra & Syamsir, 2022; Heatubun, 2024). Managerial factors primarily include leadership. Leadership influences employee direction, motivation, support, communication, and engagement, thereby creating conditions that facilitate improved performance (Meiryani et al., 2022; Peng & Chen, 2021).

Psychological factors include work motivation, job satisfaction, employee engagement, and psychological capital. These factors explain employees' willingness, psychological involvement, and capacity to invest effort in their work (Corbeanu & Iliescu, 2023; Paliga et al., 2022).

Organizational factors include organizational culture, work environment, organizational support, HRM practices, and performance management systems. These factors establish the structural and contextual conditions within which employees perform their work (Chen et al., 2020; Siraj & Hágen, 2023). Thus, the conceptual framework of this SLR positions employee performance as the central outcome, while grouping its potential determinants into interconnected analytical categories.

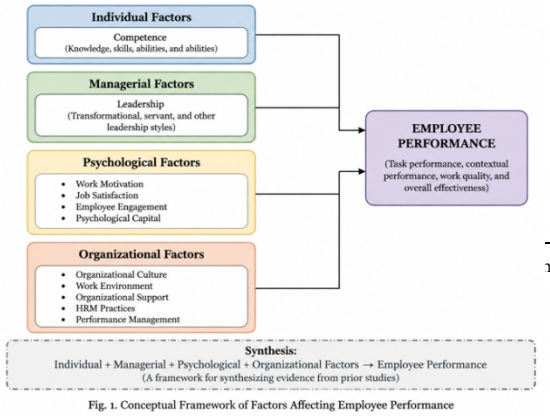


Fig. 1. Conceptual Framework of Factors Affecting Employee Performance

2.5. Research Propositions

Given the systematic literature review (SLR) design of this study, research propositions are formulated to guide the identification, classification, and synthesis of existing empirical evidence rather than to test causal relationships using primary data. Drawing on Human Capital Theory, Social Exchange Theory, Job Demands–Resources (JD-R) theory, and the empirical studies reviewed, this study establishes four research propositions corresponding to the principal categories of employee performance determinants identified in the conceptual framework.

Proposition 1 (P1): Individual factors, particularly employee competence, are important determinants associated with employee performance. Human Capital Theory suggests that employees' knowledge, skills, and capabilities contribute to their ability to perform organizational tasks effectively. Previous studies have identified competence as an important factor associated with employee performance, particularly when supported by appropriate leadership and motivation (Saputra & Syamsir, 2022; Heatubun, 2024). Accordingly, this proposition guides the review of empirical evidence concerning the role of individual capabilities in employee performance.

Proposition 2 (P2): Managerial factors, particularly leadership, are associated with employee performance through direct and indirect mechanisms. Leadership can influence employee performance by providing direction, motivation, communication, and support. Previous research has examined the contribution of transformational leadership to employee performance (Meiryani et al., 2022) and the role of servant leadership in service performance through employee engagement (Peng & Chen, 2021). This proposition guides the synthesis of evidence concerning leadership approaches and the mechanisms through which they relate to employee performance.

Proposition 3 (P3): Psychological factors, including work motivation, job satisfaction, work engagement, and psychological capital, are associated with employee performance. The JD-R perspective emphasizes the importance of job resources and motivational processes, while empirical research highlights the relationship between work engagement and job performance (Corbeanu & Iliescu, 2023). Psychological capital has also been associated with job satisfaction and job performance (Paliga et al., 2022). Therefore, this proposition directs the review toward examining the roles of employees' psychological conditions and resources in explaining variations in performance.

Proposition 4 (P4): Organizational factors, including organizational culture, work environment, organizational support, HRM practices, and performance management systems, are associated with employee performance, although the strength and consistency of these relationships may vary across contexts. Social Exchange Theory provides a theoretical explanation for the relationship between organizational support and employee outcomes through reciprocal exchanges (Chen et al., 2020). Furthermore, HRM practices and performance management systems can provide the resources, feedback, development opportunities, and incentives necessary to support employee performance (Lim & Ahmad, 2021; Siraj & Hágen, 2023). Given the inconsistent findings reported in previous studies, this proposition also directs attention to contextual differences and variations in the empirical evidence.

These research propositions provide an analytical basis for synthesizing the literature according to individual, managerial, psychological, and organizational determinants. Rather than presuming that all proposed relationships are consistently positive or statistically significant, the review examines the direction, consistency, and contextual variation of the reported findings. The propositions also support the identification of theoretical and methodological gaps that may inform future empirical investigations of employee performance.

3. Research Methods

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3.1. Research Design

This study employs a Systematic Literature Review (SLR) design to systematically identify, evaluate, synthesize, and interpret empirical evidence concerning the factors affecting employee performance. An SLR was selected because the literature on employee performance has expanded considerably and encompasses diverse individual, psychological, managerial, and organizational determinants. Rather than relying on evidence from a single organizational context, this approach enables the study to integrate findings from multiple empirical studies and identify recurring patterns, inconsistencies, methodological tendencies, and research gaps.

The review follows the principles of the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020. PRISMA 2020 provides updated guidance for reporting systematic reviews and includes a 27-item checklist and revised flow diagrams to improve transparency in the identification, selection, appraisal, and synthesis of studies (Page et al., 2021).

In addition, the literature search process is structured in accordance with PRISMA-S, which provides specific guidance for documenting information sources, search strategies, search dates, search terms, and other elements required to make literature searches transparent and reproducible (Rethlefsen et al., 2021). The review adopts a descriptive and thematic synthesis approach rather than statistical meta-analysis because the selected studies are expected to differ in research design, variables, measurement instruments, organizational settings, and analytical techniques. The primary objective is therefore to synthesize the available evidence and develop an integrated conceptual understanding of the factors associated with employee performance.

3.2. Research Context and Setting

The context of this study is the field of Human Resource Management (HRM), with a specific focus on employee performance and its determinants across organizational settings. The review does not focus exclusively on one organization, sector, or geographical area. Instead, it encompasses empirical studies conducted in different organizational contexts, including public-sector organizations, private companies, service organizations, healthcare institutions, SMEs, and other formal work environments.

This broad context is intentionally selected because employee performance is influenced by organizational and institutional characteristics that may vary across sectors and geographical regions. By examining evidence from diverse contexts, the study seeks to identify determinants that demonstrate relatively consistent relationships with employee performance while also identifying factors whose effects appear to be context-dependent. The broad contextual scope is particularly appropriate for an SLR because systematic reviews are intended to synthesize evidence across individual studies and can help identify patterns and research priorities that cannot be adequately established from a single empirical setting (Page et al., 2021).

3.3. Population and Sample / Research Participants

As this study is a systematic literature review, the concept of population and sample refers to the population and sample of scholarly studies, rather than individual human participants.

The population consists of peer-reviewed empirical studies that investigate employee performance and its determinants. The review sample comprises studies that satisfy predetermined inclusion and exclusion criteria. The selection process is conducted systematically to minimize selection bias and ensure that only studies relevant to the research objectives are included. The inclusion criteria are as follows:

a. studies published in peer-reviewed academic journals;
b. studies published primarily between 2021 and 2026, while selected earlier studies may be retained when they provide important theoretical or methodological foundations;
c. studies examining employee performance as an outcome or central construct;
d. studies examining at least one determinant associated with employee performance;
e. studies written in English;
f. studies providing sufficient methodological and empirical information;
g. studies accessible through the selected academic databases; and

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h. studies relevant to Human Resource Management and organizational behavior.

The exclusion criteria include:

a. duplicate publications;
b. conference abstracts without sufficient empirical information;
c. book chapters, editorials, opinion papers, and non-peer-reviewed publications;
d. studies unrelated to employee performance;
e. studies focusing exclusively on non-employee populations;
f. studies without adequate methodological information; and
g. publications that do not meet the predetermined publication-period and relevance criteria.

The final number of studies included in the review will be reported transparently through the PRISMA flow diagram.

3.4. Data Sources and Data Collection

The data used in this study are secondary data obtained from scholarly publications. The literature search is conducted through reputable academic databases, with Scopus serving as the primary database because of its broad coverage of peer-reviewed international literature. Additional databases, such as Web of Science, ScienceDirect, SpringerLink, and Google Scholar, may be used to identify complementary studies and minimize the possibility of overlooking relevant literature. The search strategy is developed using combinations of keywords related to the main research concepts. The principal search terms include:

"employee performance" OR "employee job performance" OR "work performance"

combined with: "leadership" OR "competence" OR "competency" OR "work motivation" OR "job satisfaction" OR "organizational culture" OR "work environment" OR "employee engagement" OR "organizational support" OR "human resource management practices" OR "performance management" A representative Boolean search string is: TITLE-ABS-KEY ("employee performance" OR "employee job performance" OR "work performance") AND TITLE-ABS-KEY (leadership OR competence OR competency OR "work motivation" OR "job satisfaction" OR "organizational culture" OR "work environment" OR "employee engagement" OR "organizational support" OR "human resource management practices" OR "performance management")

The search strategy, databases, search terms, and selection procedures are documented to support reproducibility, consistent with PRISMA-S recommendations (Rethlefsen et al., 2021). The literature identification process consists of four principal stages: identification, screening, eligibility assessment, and inclusion. Duplicate records are removed before title and abstract screening. Potentially relevant articles are then assessed through full-text examination against the predetermined eligibility criteria.

3.5. Measurement of Variables and Research Instruments

Because this study is an SLR, it does not employ primary-data measurement instruments such as questionnaires or interview protocols. Instead, the unit of analysis is the individual scholarly study, while the principal analytical constructs are the factors identified as determinants of employee performance. A structured literature extraction matrix is developed to systematically record relevant information from each included study. The extraction matrix contains the following elements:

Table 1. The extraction matrix

No.	Data Extraction Category	Information Recorded
1	Author and year	Author(s) and publication year
2	Country/context	Country and organizational sector
3	Research objective	Main research purpose
4	Research design	Quantitative, qualitative, mixed methods, etc.
5	Sample	Number and characteristics of respondents
6	Independent factors	Determinants examined
7	Employee performance	Definition/dimensions used
8	Theory	Theoretical framework applied

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9	Method	Statistical/qualitative analytical technique
10	Main findings	Direction and significance of relationships
11	Limitations	Limitations identified by the authors
12	Research implications	Implications and future research directions

Source: Author processed

The extraction framework enables consistent comparison across studies and facilitates the subsequent thematic synthesis. Where studies use different terminology for conceptually similar factors, related constructs are grouped into broader analytical categories.

3.6. Data Analysis Techniques

The data are analyzed using a qualitative descriptive and thematic synthesis approach. This approach is appropriate because the included studies are expected to demonstrate heterogeneity in research design, measurement instruments, samples, theoretical perspectives, and statistical methods. The analysis therefore focuses on identifying common patterns rather than calculating a pooled statistical effect.

The analysis consists of several stages. First, descriptive analysis is conducted to map the distribution of studies according to publication year, country, organizational sector, research design, theoretical framework, and analytical technique. Second, thematic coding is conducted to classify the determinants of employee performance into four broad categories:

a. Individual factors – competence and related individual capabilities;
b. Managerial factors – leadership and supervisory practices;
c. Psychological factors – motivation, job satisfaction, employee engagement, and psychological capital; and
d. Organizational factors – organizational culture, work environment, organizational support, HRM practices, and performance management.

Third, comparative synthesis is conducted to identify whether each factor demonstrates a positive, negative, mixed, or insignificant relationship with employee performance. Fourth, theoretical synthesis is conducted by comparing the theoretical perspectives used to explain the relationships identified in the literature. Fifth, research-gap analysis is conducted by examining methodological limitations, contextual limitations, underexplored variables, and inconsistencies in previous findings. The synthesis process follows the general principles of systematic review methodology, which emphasize systematic identification, appraisal, and synthesis of evidence rather than selective narrative discussion (Page et al., 2021).

3.7. Validity, Reliability, and Trustworthiness

In an SLR, validity and reliability are addressed through methodological transparency, systematic study selection, standardized data extraction, and quality appraisal rather than through questionnaire validity and Cronbach's alpha. First, predefined inclusion and exclusion criteria are established before the final selection of studies. This reduces the risk of arbitrary study selection. Second, a standardized data-extraction framework is used to ensure consistency in recording information from each article.

Third, the methodological quality of the included studies is assessed using an appropriate critical appraisal framework based on the research designs represented in the final dataset. Studies with methodological weaknesses are not necessarily excluded automatically; instead, their limitations are considered when interpreting and synthesizing their findings. Fourth, the literature search and selection process are documented systematically. PRISMA 2020 emphasizes transparent reporting of study identification, screening, eligibility, and inclusion, while PRISMA-S specifically emphasizes reproducibility of the search process (Page et al., 2021; Rethlefsen et al., 2021). These procedures enhance the credibility, dependability, and reproducibility of the review.

3.8. Ethical Considerations

This study does not involve direct interaction with human participants, collection of personal information, or intervention. Therefore, informed consent and participant confidentiality are not applicable. Nevertheless, ethical principles

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concerning academic integrity and responsible research synthesis are maintained throughout the review process. All included studies are appropriately acknowledged and cited, and their findings are reported accurately without intentional distortion. The review also avoids selective reporting by applying predetermined eligibility criteria and documenting the study-selection process. Particular attention is given to accurate representation of previous findings, including contradictory or statistically insignificant results. This is important because systematic reviews should synthesize the available evidence rather than selectively emphasizing findings that support a predetermined conclusion.

3.9. Research Procedure

The research procedure follows a structured systematic-review process consisting of the following stages:

Stage 1: Research Problem Identification

The study begins by identifying the broad research problem concerning the increasing number and diversity of studies examining determinants of employee performance.

Stage 2: Research Questions Formulation

The review formulates research questions concerning:

a. What factors have been identified as influencing employee performance?
b. Which factors are most frequently investigated?
c. What is the direction and consistency of the reported relationships?
d. What theoretical perspectives dominate the literature?
e. What methodological and contextual gaps remain?

Stage 3: Search Strategy Development

Relevant keywords and Boolean operators are developed based on the research questions. The search strategy is documented according to PRISMA-S recommendations to facilitate reproducibility (Rethlefsen et al., 2021).

Stage 4: Literature Identification

Relevant publications are retrieved from the selected academic databases using the predetermined search strings.

Stage 5: Duplicate Removal

Duplicate records identified across databases are removed before the screening process.

Stage 6: Title and Abstract Screening

Titles and abstracts are screened based on the predefined inclusion and exclusion criteria.

Stage 7: Full-Text Eligibility Assessment

The full texts of potentially relevant studies are examined to determine whether they meet all eligibility criteria.

Stage 8: Quality Appraisal

The methodological quality and relevance of eligible studies are assessed using appropriate critical appraisal criteria.

Stage 9: Data Extraction

Relevant information is extracted systematically using the predetermined literature extraction matrix.

Stage 10: Data Synthesis

The extracted evidence is synthesized descriptively and thematically according to the major categories of determinants of employee performance.

Stage 11: Research Gap Identification

Patterns, inconsistencies, methodological limitations, contextual limitations, and underexplored areas are identified.

Stage 12: Reporting

The findings are reported according to PRISMA 2020, including a transparent description of the study-selection process and the final evidence synthesis (Page et al., 2021). The overall procedure can be summarized as:

Research Questions → Search Strategy → Database Searching → Duplicate Removal → Title/Abstract Screening → Full-Text Assessment → Quality Appraisal → Data Extraction → Thematic Synthesis → Research Gap Identification → Reporting

3.10. Methodological Limitations

Despite the systematic approach, several methodological limitations should be acknowledged. First, the review is dependent on the coverage and indexing policies of the selected databases. Relevant studies that are not indexed in the selected databases may therefore be excluded. Second, restricting the literature primarily to English-language publications may introduce language bias and potentially exclude relevant evidence published in other languages. Third, differences in research designs, measurement instruments, theoretical frameworks, samples, and organizational contexts may produce substantial methodological heterogeneity. Consequently, the

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findings should be interpreted as an evidence synthesis rather than as estimates of a single universal causal effect. Fourth, the thematic classification of determinants involves an element of researcher interpretation. Although standardized extraction procedures are used, categorizing conceptually related variables into broader dimensions may involve analytical judgment. Finally, the review focuses on literature published within a defined period and therefore represents the state of evidence available during the specified search period. Future studies may produce new evidence that modifies the conclusions of this review. These limitations do not invalidate the review but should be considered when interpreting its findings and developing future research agendas.

4. Results and Discussion

4.1. Research Results

4.1.1. Sample Description and Descriptive Statistics

This study reviewed ten previous empirical studies examining the determinants of employee performance across different organizational contexts. The units of analysis were the selected studies rather than individual employees. The review focused on identifying the factors associated with employee performance, examining the reported direction and significance of relationships, and classifying the findings into broader analytical categories.

The ten studies examined a range of individual, managerial, psychological, and organizational determinants. Individual factors included competence, education, training, employee quality, ability, and responsibility. Managerial factors primarily concerned leadership style and digital leadership. Psychological factors included work motivation, job satisfaction, employee behavior, and work stress. Organizational factors encompassed the work environment, organizational culture, work discipline, reward systems, planning, and workload.

The reviewed studies reported different types of empirical evidence, including statistical significance, correlation coefficients, coefficients of determination, and the relative importance of particular explanatory variables. For example, Erri et al. (2021) reported a correlation coefficient of 0.703 between leadership style and employee performance, whereas Sundari (2019) identified training as the most dominant factor, with a coefficient of 0.341 and a reported significance level of 0.000.

Because this study synthesizes previously published research, conventional descriptive statistics concerning individual respondents, such as demographic frequencies, means, and standard deviations, were not calculated from the available information. The descriptive profile of the review is therefore based on the number of studies examined, the categories of determinants investigated, and the types of empirical findings reported.

4.1.2. Data Quality and Preliminary Analysis

The preliminary analysis focused on organizing the findings from the ten reviewed studies into a consistent analytical structure. The reported determinants were classified into four categories: individual factors, managerial factors, psychological factors, and organizational factors. This classification provided a basis for comparing findings across studies and identifying recurring relationships and inconsistencies.

The review identified both statistically significant and nonsignificant findings. For example, Setyawan (2018) reported that employee motivation and the work environment did not have statistically significant effects on employee performance, whereas employee satisfaction, employee behavior, and reward systems were identified as significant determinants. In contrast, other reviewed studies reported significant relationships involving motivation, leadership, and the work environment.

The available research summary also contained quantitative indicators from selected studies, including the correlation coefficient and coefficient of determination reported by Erri et al. (2021) and the coefficient and significance level reported by Sundari (2019). These indicators were retained as reported in the source material rather than recalculated or combined across studies.

No new tests of normality, multicollinearity, reliability, or model fit were conducted because the present study synthesizes existing empirical findings rather than estimating a new statistical model using primary data. Furthermore, the information provided does not contain sufficient detail to independently assess the methodological quality of every included study. Accordingly, the results are presented as a descriptive synthesis of the reported evidence,

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without claiming that the underlying studies have equivalent methodological quality.

4.1.3. Main Analytical Results

The synthesis of the ten studies identified four broad categories of factors associated with employee performance. These categories provide an analytical structure for presenting the main findings.

Individual factors. Employee competence, education, training, employee quality, ability, and responsibility emerged as important determinants. Pangestu et al. (2022) identified employee quality as a factor affecting performance. Sundari (2019) found that education and training had positive and significant effects on librarian performance, with training emerging as the most dominant variable, reflected in a coefficient of 0.341 and a reported significance level of 0.000. Rizal and Pasigai (2017) also reported significant effects of education and training on employee performance. Sandewa (2018) identified employee responsibility as another relevant factor, while Wanasaputra and Dewi (2017) included ability, effort, and initiative among the factors associated with organizational member performance.

Managerial factors. Leadership was one of the recurring determinants across the reviewed studies. Pangestu et al. (2022) reported a significant contribution of leadership to employee performance. Erri et al. (2021) reported a correlation coefficient of 0.703 between leadership style and employee performance, with a coefficient of determination of 49.5%. Mukhtar (2020) found that leadership style significantly affected employee performance and was the most dominant factor among the variables examined in that study. Manuaba and Lestari (2021) reported a positive and significant effect of digital leadership on employee performance.

Psychological factors. Work motivation, job satisfaction, employee behavior, and work stress were identified as relevant psychological determinants. Sandewa (2018) found that work motivation and employee responsibility were among the factors influencing performance, with the variables examined explaining approximately 45% of performance variation. Wanasaputra and Dewi (2017) identified motivation as a factor associated with organizational member performance. However, Setyawan (2018) reported a nonsignificant effect of motivation, while employee satisfaction and behavior were significant determinants. Manuaba and Lestari (2021) also reported an indirect relationship between the work environment and employee performance through job satisfaction. In addition, Septiana and Widjaja (2020) found a negative and significant effect of work stress on employee performance.

Organizational factors. The work environment, organizational culture, discipline, reward systems, and workload were identified as relevant organizational determinants. Manuaba and Lestari (2021) and Septiana and Widjaja (2020) reported positive relationships between the work environment and employee performance, while Sundari (2019) found a positive and significant effect of the work environment on librarian performance. Conversely, Setyawan (2018) reported a nonsignificant effect. Organizational culture was reported to have a positive and significant effect on employee performance by Manuaba and Lestari (2021). Work discipline was identified as a significant determinant by Mukhtar (2020) and Rizal and Pasigai (2017), and Wanasaputra and Dewi (2017) also identified discipline as an important factor. Setyawan (2018) reported significant effects involving reward systems. Meanwhile, Mukhtar (2020) identified workload as a significant determinant, and Septiana and Widjaja (2020) reported a positive effect of workload on performance. Table 2 summarizes the principal factors and findings identified in the review.

Table 2. Summary of the Main Findings from the Ten Reviewed Studies

No.	Author(s)	Main factors examined or identified	Principal reported findings
1	Erri et al. (2021)	Leadership style	Correlation with employee performance of 0.703; coefficient of determination of 49.5%.
2	Mukhtar (2020)	Leadership style, workload, and discipline	All three factors significantly affected employee performance; leadership style was the most dominant factor.

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3	Pangestu et al. (2022)	Leadership and employee quality	Leadership significantly contributed to performance, and employee quality was identified as a relevant factor.
4	Manuaba and Lestari (2021)	Digital leadership, work environment, organizational culture, and job satisfaction	Digital leadership and organizational culture had positive and significant effects on performance; the work environment also had a positive and significant effect, including an indirect relationship through job satisfaction.
5	Septiana and Widjaja (2020)	Work environment, workload, and work stress	The work environment and workload had positive relationships with performance, whereas work stress had a negative and significant effect.
6	Sundari (2019)	Education, training, and work environment	Education and training had positive and significant effects; training was the most dominant factor, with a coefficient of 0.341 and a reported significance level of 0.000. The work environment also had a positive and significant effect.
7	Setyawan (2018)	Motivation, work environment, employee satisfaction, employee behavior, reward systems, and leadership style	Motivation and the work environment were nonsignificant; employee satisfaction, employee behavior, and reward systems were identified as significant determinants.
8	Rizal and Pasigai (2017)	Education, training, and discipline	Education and training significantly improved employee performance; discipline was significant and identified as one of the dominant factors.
9	Sandewa (2018)	Work motivation and employee responsibility	Motivation and responsibility were among the factors influencing performance; the variables examined explained approximately 45% of performance variation.
10	Wanasaputra and Dewi (2017)	Motivation, ability, discipline, working time, effort, and initiative	These factors were identified as associated with organizational member performance.

Source: Synthesis of the ten studies reviewed in this research.

The table demonstrates that the reviewed studies examined multiple determinants and reported different forms of empirical evidence. Because the studies differed in their variables and reported statistics, the numerical indicators are presented individually rather than combined into a single effect estimate.

4.1.4. Hypothesis Testing Results / Key Findings

As this study employs a Systematic Literature Review (SLR), it does not test original statistical hypotheses using primary respondent data. Instead, the principal findings address the review objective of identifying and organizing the factors associated with employee performance.

The synthesis produces four principal findings.

Finding 1: Individual factors are important determinants of employee performance. Competence, education, training, employee quality, ability, and responsibility were identified across the reviewed studies. Sundari (2019) reported that training was the most dominant factor in the study examined, while Pangestu et al. (2022) identified employee quality as a relevant determinant.

Finding 2: Leadership is a recurring managerial determinant of employee performance. The studies by Erri et al. (2021), Mukhtar (2020), Pangestu et al. (2022), and Manuaba and Lestari (2021) reported evidence supporting the relevance of leadership style or digital leadership to employee performance. Erri et al. (2021) reported a

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correlation coefficient of 0.703, while Mukhtar (2020) identified leadership style as the most dominant factor in the study examined.

Finding 3: Psychological factors are associated with employee performance, but the findings are not uniform. Motivation was identified as relevant by Sandewa (2018) and Wanasaputra and Dewi (2017), but Setyawan (2018) reported a nonsignificant effect. Job satisfaction and employee behavior were significant determinants in Setyawan (2018), while Manuaba and Lestari (2021) identified an indirect relationship involving job satisfaction. Septiana and Widjaja (2020) reported a negative and significant effect of work stress.

Finding 4: Organizational factors are relevant, although their reported relationships vary across studies. Work discipline, organizational culture, reward systems, workload, and the work environment were identified as determinants. However, the nonsignificant work-environment finding reported by Setyawan (2018) contrasts with positive findings reported by Manuaba and Lestari (2021), Septiana and Widjaja (2020), and Sundari (2019).

Taken together, these findings answer the central review question by demonstrating that employee performance is associated with multiple interconnected categories of determinants. The results also identify differences in the consistency of reported relationships, particularly concerning motivation and the work environment. These findings constitute the descriptive outcomes of the review; their theoretical meaning and implications are examined in Section 4.2.

4.2. Research Discussion

4.2.1. Interpretation of Key Findings

a. Individual Factors and Employee Performance

The findings demonstrate that individual factors constitute a fundamental foundation of employee performance. Competence, education, training, ability, quality, and responsibility determine the extent to which employees are capable of completing assigned tasks effectively and efficiently. Employees with adequate knowledge and relevant skills are generally better positioned to understand job requirements, solve work-related problems, and achieve organizational targets.

The finding reported by Sundari (2019), in which training emerged as the most dominant factor, highlights the strategic importance of continuous human resource development. Formal education provides employees with fundamental knowledge, whereas training strengthens the practical competencies required to perform specific tasks. Consequently, organizations should view employee development not merely as an administrative activity but as a strategic investment in organizational performance.

This argument is further supported by Pangestu et al. (2022), who identified employee quality as an important factor affecting performance. The synthesis therefore suggests that performance improvement cannot rely solely on supervision or managerial intervention. It should also involve systematic efforts to ensure that employees possess competencies that are aligned with job requirements and organizational objectives.

b. Leadership and Employee Performance

Leadership represents one of the most consistent factors identified across the reviewed literature. The studies conducted by Erri et al. (2021), Mukhtar (2020), Pangestu et al. (2022), and Manuaba and Lestari (2021) collectively demonstrate the strategic role of leadership in influencing employee performance. Leadership can affect performance through several mechanisms, including providing clear direction, facilitating communication, motivating employees, allocating responsibilities, making decisions, and providing organizational support. Effective leaders are able to translate organizational objectives into actionable expectations and create conditions that enable employees to perform effectively.

The emergence of digital leadership in Manuaba and Lestari (2021) is particularly relevant to contemporary organizations. Technological transformation has changed the way employees communicate, collaborate, and perform their responsibilities. Consequently, leadership effectiveness increasingly depends not only on conventional managerial competencies but also on the ability to manage technology-enabled work environments and organizational change.

The synthesis therefore indicates that organizations require leaders who function not

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merely as administrative supervisors but also as strategic facilitators, communicators, motivators, and change agents. Effective leadership can create an organizational climate in which employees are more capable and willing to achieve high levels of performance.

c. Psychological Factors and Employee Performance

Psychological factors provide an important mechanism through which organizational conditions and individual characteristics are translated into employee behavior and performance. Motivation, job satisfaction, employee behavior, and work stress influence how employees respond to organizational demands and workplace conditions. The findings of Sandewa (2018) and Wanasaputra and Dewi (2017) demonstrate the relevance of work motivation to employee performance. However, the finding of Setyawan (2018), which indicates that motivation was not statistically significant, suggests that motivation should not be considered a universal or isolated determinant. Its effectiveness may depend on the presence of complementary conditions such as effective leadership, appropriate rewards, supportive working environments, and meaningful job characteristics.

Job satisfaction also appears to function as an important explanatory mechanism. Manuaba and Lestari (2021) demonstrated that job satisfaction could mediate the relationship between organizational conditions and employee performance. This finding implies that favorable organizational conditions may not automatically produce superior performance unless employees perceive those conditions positively and experience sufficient satisfaction with their work. Work stress represents another important psychological dimension. Septiana and Widjaja (2020) found that work stress negatively affected employee performance. Excessive psychological pressure may reduce concentration, diminish work motivation, and impair employees' ability to perform effectively. Therefore, organizations need to balance performance demands with adequate support and workload management.

d. Organizational Factors and Employee Performance

Organizational factors represent the broader context in which employees perform their responsibilities. The reviewed studies identify work environment, organizational culture, discipline, reward systems, planning, and workload as relevant organizational determinants. The work environment generally demonstrates a positive relationship with employee performance. A supportive, comfortable, and safe workplace can facilitate concentration, communication, cooperation, and task completion. However, the nonsignificant finding reported by Setyawan (2018) indicates that the effect of the work environment is not universal. The influence of environmental conditions may depend on the nature of the job, organizational characteristics, employee expectations, and the extent to which workplace conditions are perceived as relevant to performance. Organizational culture is another important determinant. Manuaba and Lestari (2021) demonstrated that organizational culture positively affected employee performance. A culture characterized by responsibility, collaboration, discipline, performance orientation, and shared values can establish behavioral norms that support organizational objectives.

The role of reward systems identified by Setyawan (2018) further demonstrates the importance of organizational mechanisms for reinforcing desired employee behaviors. Fair and transparent reward systems can strengthen employees' perceptions that performance and contribution are appropriately recognized. Accordingly, reward mechanisms should be aligned with organizational objectives and employee contributions.

e. Workload, Work Stress, and Employee Performance

The relationship between workload and employee performance requires particular attention because the reviewed studies do not produce completely uniform findings. Mukhtar (2020) identified workload as a significant determinant of employee performance, while Septiana and Widjaja (2020) reported a positive relationship between workload and performance.

These findings may indicate that workload can have different consequences depending on its intensity and manageability. A reasonable level of

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workload may encourage employees to remain productive and focused, whereas excessive workload may generate stress and reduce performance. This interpretation is supported by the negative relationship between work stress and performance identified by Septiana and Widjaja (2020).

Therefore, organizations should not simply attempt to minimize workload. Instead, they should seek to establish an appropriate balance between work demands, employee capacity, available resources, and organizational targets. Effective workload management should consider both quantitative demands and the psychological resources available to employees.

f. Integrated Synthesis of the Determinants of Employee Performance

The overall synthesis demonstrates that employee performance should be understood as a multidimensional organizational outcome rather than the consequence of a single determinant. The reviewed evidence indicates that individual capabilities establish the capacity to perform, leadership provides direction and support, psychological conditions influence employees' willingness and readiness to perform, while organizational conditions provide the structural and environmental context in which performance occurs.

The four-dimensional framework proposed in this review—individual, managerial, psychological, and organizational factors—therefore provides a more comprehensive explanation of employee performance than approaches that examine individual determinants in isolation.

Among the reviewed variables, leadership, discipline, education and training, and employee competence demonstrate relatively consistent relationships with performance. Conversely, motivation and work environment produce more heterogeneous findings across studies. Such variation suggests that the effectiveness of particular determinants may depend on organizational sector, job characteristics, employee characteristics, organizational culture, and methodological differences across studies.

The findings consequently support an integrated perspective in which employee performance is shaped by the interaction between employee capabilities and the organizational systems surrounding them. This perspective is particularly relevant for public-sector organizations, where employee performance is influenced not only by individual competence but also by leadership structures, bureaucratic procedures, organizational culture, discipline, and workplace conditions.

4.2.2. Comparison with Previous Studies

The findings are broadly consistent with previous studies emphasizing the importance of employee development, leadership, motivation, organizational culture, and workplace conditions. Sundari (2019) and Pangestu et al. (2022) highlighted the contributions of training and employee quality, respectively. These findings reinforce the view that performance improvement requires employees to possess the knowledge and competencies necessary to fulfill their responsibilities. They also indicate that organizational interventions focused exclusively on supervision may be insufficient when employees lack the capabilities required for effective task execution.

The importance of leadership identified by Erri et al. (2021), Mukhtar (2020), Pangestu et al. (2022), and Manuaba and Lestari (2021) is consistent with the argument that managerial practices influence employee behavior and performance. However, the emergence of digital leadership in Manuaba and Lestari (2021) extends this understanding by highlighting the relevance of leadership capabilities in technology-enabled work environments. Thus, leadership effectiveness should be considered in relation to both conventional managerial responsibilities and the changing demands of contemporary organizations.

The psychological dimension reveals greater variation in empirical findings. Sandewa (2018) and Wanasaputra and Dewi (2017) identified motivation as relevant to employee performance, whereas Setyawan (2018) found that motivation was not statistically significant. These differences caution against assuming that motivation independently produces improved performance across all organizational settings. Similarly, Manuaba and Lestari (2021) demonstrated the importance of job satisfaction as a mediating mechanism, while Septiana and Widjaja (2020) identified a negative relationship between work stress and performance. Taken together, these findings suggest that employee attitudes and psychological conditions should be

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interpreted in relation to the organizational circumstances in which they develop.

Differences are also evident in the findings concerning workload and the work environment. Mukhtar (2020) identified workload as a significant determinant, while Septiana and Widjaja (2020) reported a positive relationship between workload and performance. These findings do not necessarily contradict one another because a manageable workload may encourage productivity, whereas excessive demands may undermine performance through increased stress. Meanwhile, the nonsignificant work-environment finding reported by Setyawan (2018) contrasts with the broader importance attributed to supportive workplace conditions in the reviewed literature. Such differences highlight the influence of organizational context, employee characteristics, job demands, and the variables included in individual research models.

Overall, the comparison with previous studies demonstrates that some determinants, particularly leadership, employee competence, education, and training, recur across the reviewed evidence, whereas motivation and work environment exhibit less consistent relationships. The contribution of this review is therefore not simply to identify frequently examined factors but also to distinguish relatively consistent findings from relationships that require more context-sensitive interpretation.

4.2.3. Theoretical Contributions

This study contributes to the theoretical understanding of employee performance by integrating individual, managerial, psychological, and organizational determinants within a unified conceptual framework. The synthesis demonstrates that employee performance is better understood as the outcome of interconnected factors rather than as a direct consequence of an isolated individual characteristic or managerial practice.

First, the findings reinforce the relevance of Human Capital Theory by highlighting the importance of education, training, competence, and employee quality. These factors establish employees' capacity to fulfill their responsibilities and achieve organizational objectives. The prominence of training in Sundari (2019) and employee quality in Pangestu et al. (2022) supports the view that human resource development constitutes an important foundation for performance improvement.

Second, the findings extend the application of leadership perspectives by demonstrating that leadership contributes through multiple mechanisms, including direction, motivation, communication, support, and adaptation to organizational change. The identification of digital leadership in Manuaba and Lestari (2021) indicates that leadership should also be examined in relation to technological transformation and changing work arrangements.

Third, the findings contribute to the understanding of psychological mechanisms underlying employee performance. The contrasting findings concerning motivation reported by Sandewa (2018), Wanasaputra and Dewi (2017), and Setyawan (2018) indicate that psychological factors should not automatically be assumed to exert uniform effects. The mediating role of job satisfaction identified by Manuaba and Lestari (2021) and the negative relationship between work stress and performance reported by Septiana and Widjaja (2020) further emphasize the importance of examining both direct and indirect relationships.

Fourth, the review highlights the importance of organizational context in explaining variations in performance outcomes. Organizational culture, reward systems, workplace conditions, and workload may interact with individual capabilities and psychological states. By integrating these dimensions, the proposed framework provides a conceptual foundation for future empirical research examining the relationships among employee characteristics, leadership practices, psychological mechanisms, and organizational conditions. The framework should be understood as an integrative synthesis of the reviewed literature rather than as a causal model whose relationships have already been statistically validated.

4.2.4. Practical and Policy Implications

The findings provide several practical implications for organizational managers, human resource practitioners, and policymakers responsible for improving employee performance.

First, organizations should strengthen employee competencies through continuous education, training, and professional development programs aligned with job requirements. Training needs should be identified through assessments of

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competency gaps, job responsibilities, and organizational objectives. The findings reported by Sundari (2019) and Pangestu et al. (2022) support the importance of employee development and quality in performance improvement.

Second, leadership development should be prioritized. Organizations should strengthen managerial capabilities in communication, decision-making, employee motivation, responsibility allocation, and performance feedback. In response to technological transformation, leadership development should also incorporate the ability to manage digital work processes and organizational change, consistent with the findings of Manuaba and Lestari (2021).

Third, organizations should address employee motivation and job satisfaction through fair reward systems, appropriate recognition, meaningful responsibilities, and supportive supervisory practices. However, because Setyawan (2018) reported a nonsignificant relationship between motivation and performance, organizations should avoid assuming that motivational interventions will automatically improve outcomes. Their effectiveness should be evaluated alongside working conditions, leadership practices, and employee development initiatives.

Fourth, organizations should manage workload and work-related stress by aligning task demands with employee capacity, available resources, and operational priorities. The findings of Mukhtar (2020) and Septiana and Widjaja (2020) suggest that workload should be managed carefully rather than simply minimized or increased. Managers should monitor excessive demands, clarify responsibilities, and provide adequate support to prevent work-related stress from undermining performance.

Fifth, organizations should cultivate organizational cultures that reinforce accountability, collaboration, discipline, and shared organizational objectives. Reward and performance management systems should be transparent and aligned with clearly defined performance expectations. In addition, organizations should periodically evaluate whether workplace conditions support employees' actual task requirements, recognizing that the relationship between the work environment and performance may vary across settings.

For public-sector organizations, these implications are particularly relevant because performance improvement may require coordination between individual competency development, leadership structures, administrative procedures, organizational discipline, and workplace conditions. Rather than implementing isolated interventions, managers should adopt an integrated approach and evaluate the effectiveness of initiatives using appropriate performance indicators.

4.2.5. Integration with the Research Gap

The findings directly address the research gaps identified in the literature review by integrating previously fragmented evidence into four interconnected dimensions: individual, managerial, psychological, and organizational factors.

First, the review addresses the fragmented treatment of employee performance determinants by bringing together evidence concerning education, training, competence, leadership, motivation, job satisfaction, work stress, organizational culture, work environment, rewards, and workload. This integrated approach provides a broader understanding of how different categories of determinants contribute to employee performance.

Second, the review addresses inconsistencies in previous findings by distinguishing factors that recur across studies from those whose relationships vary. Leadership, employee competence, education, and training emerge as prominent determinants in the reviewed evidence, whereas motivation and work environment demonstrate less consistent findings. The contrasting results concerning workload further indicate that the effects of particular determinants should be interpreted in relation to their organizational and psychological context rather than assumed to be universally uniform.

Third, the review responds to contextual and methodological heterogeneity by emphasizing that differences across organizational settings and research models may influence reported relationships. Although the synthesis identifies recurring patterns, the available findings do not establish that the same determinants will have equivalent effects across all sectors, occupations, and employee groups.

Fourth, the identification of digital leadership in Manuaba and Lestari (2021) highlights the need to consider emerging organizational conditions

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associated with technological transformation. This finding indicates that future research should examine how evolving leadership practices and work arrangements interact with established determinants of employee performance.

The originality of this study lies in its integrated synthesis of individual, managerial, psychological, and organizational determinants, combined with its attention to inconsistencies in the existing evidence. The resulting framework provides a foundation for future research to investigate contextual differences, examine potential mediating mechanisms, and evaluate the relationships among multiple determinants within more comprehensive empirical models.

4.2.6. Acknowledgement of Study Limitations

Several limitations should be considered when interpreting the findings of this systematic literature review. First, the conclusions are dependent on the scope and characteristics of the studies included in the review. The identified determinants and their apparent consistency may not represent every organizational sector, geographical context, or employee population. Consequently, the findings should not be interpreted as universally applicable conclusions about employee performance.

Second, the reviewed studies report different relationships between particular determinants and employee performance. The contrasting findings concerning motivation, work environment, and workload demonstrate that the direction and significance of these relationships may depend on contextual conditions and the analytical approaches adopted in individual studies. The present synthesis identifies these variations but does not independently establish the precise conditions under which each relationship becomes stronger, weaker, or statistically insignificant.

Third, the review integrates findings from studies that may differ in their conceptual definitions, measurement approaches, and analytical models. These differences limit the extent to which findings can be compared directly and prevent the integrated conceptual framework from being interpreted as a statistically validated causal model. The proposed framework should therefore serve as an analytical foundation for further investigation rather than as definitive evidence of causal relationships among all identified determinants.

Finally, although the review identifies recurring factors and areas of inconsistency, it does not establish the relative causal importance of every determinant across all organizational contexts. Future research should examine these relationships using context-specific empirical designs, consistent construct operationalizations, and appropriate analytical techniques. Further investigation of digital leadership, workload management, psychological mechanisms, and organizational conditions may help clarify the circumstances under which particular interventions are most effective in improving employee performance.

5. Conclusion

This systematic literature review examined the major factors influencing employee performance by synthesizing evidence from previous studies across different organizational contexts. The findings demonstrate that employee performance is a multidimensional outcome shaped by the interaction of individual, managerial, psychological, and organizational factors. Individual factors, particularly competence, education, training, ability, and responsibility, determine employees' capacity to perform their tasks effectively. Managerial factors, particularly leadership style and digital leadership, provide direction, motivation, and support for achieving organizational objectives. Psychological factors, including motivation, job satisfaction, employee behavior, and work stress, influence employees' willingness and psychological readiness to perform. Meanwhile, organizational factors, including work environment, organizational culture, discipline, reward systems, workload, and planning, establish the context in which employee performance is developed.

The review further indicates that leadership, competence development, education and training, and work discipline are among the factors that demonstrate relatively consistent relationships with employee performance. However, the findings concerning motivation, work environment, and workload are comparatively heterogeneous across studies. These variations suggest that the influence of particular determinants cannot be separated from organizational and contextual conditions. Overall, the study concludes that employee performance is

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best understood through an integrated framework rather than through isolated examination of individual determinants.

5.1. Summary of Key Findings

The systematic synthesis identifies four major dimensions that explain variations in employee performance: individual, managerial, psychological, and organizational factors. Individual factors emphasize the importance of employee competence, education, training, ability, quality, and responsibility. Managerial factors highlight the central role of leadership in providing direction, communication, motivation, and support. Psychological factors demonstrate the relevance of motivation, job satisfaction, employee behavior, and work stress, while organizational factors encompass work environment, organizational culture, discipline, reward systems, workload, and planning.

Among these determinants, leadership emerges as one of the most consistently reported factors affecting employee performance. Education and training also demonstrate an important role in strengthening employee capabilities, while discipline contributes to maintaining consistent and responsible work behavior. Nevertheless, the inconsistent findings concerning motivation, work environment, and workload indicate that their effects may depend on organizational characteristics, job demands, employee perceptions, and contextual conditions. These findings reinforce the view that employee performance is a complex outcome resulting from the interaction of multiple determinants.

5.2. Theoretical Contributions

This study contributes to the employee performance literature by proposing an integrated multidimensional framework that categorizes performance determinants into individual, managerial, psychological, and organizational dimensions. Previous studies have frequently examined specific determinants independently, resulting in fragmented explanations of why employees perform differently across organizational settings. By synthesizing these determinants within a unified framework, this review provides a broader theoretical perspective on employee performance.

The findings further suggest that employee performance should not be conceptualized solely as a consequence of employee capability or motivation. Instead, performance emerges from the interaction between employees' capacity to perform, managerial direction and support, psychological conditions, and the organizational environment. This integrated perspective helps explain why the same determinant may produce different outcomes across organizational contexts.

The review also extends the literature by recognizing digital leadership as an emerging managerial dimension relevant to employee performance. The increasing digitalization of organizational processes suggests that leadership effectiveness should be understood not only through traditional leadership behaviors but also through leaders' ability to manage technological change, facilitate digital communication, and support employees in technology-mediated work environments.

5.3. Practical and Policy Implications

The findings provide several practical implications for organizational managers and policymakers. First, organizations should develop systematic employee development programs that strengthen competencies through education, training, coaching, and continuous professional development. Such programs should be aligned with job requirements and organizational objectives rather than implemented as isolated administrative activities. Second, organizations should strengthen leadership capacity at different managerial levels. Leadership development should emphasize effective communication, employee motivation, decision-making, performance monitoring, and change management. In increasingly digital workplaces, organizations should also develop leaders' digital competencies to ensure that technological transformation is accompanied by effective human resource management. Third, organizations should establish supportive work environments and organizational cultures that encourage discipline, collaboration, responsibility, and performance orientation. Reward and recognition systems should be transparent, fair, and aligned with employee contributions. Fourth, managers should pay attention to employees' psychological conditions by promoting job satisfaction, maintaining appropriate

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workloads, and reducing excessive work-related stress. From a policy perspective, public and private organizations should adopt integrated performance management policies that connect employee development, leadership, organizational culture, workplace conditions, and performance evaluation. Such an approach is likely to be more effective than policies that focus exclusively on individual employee outcomes.

5.4. Limitations of the Study

Several limitations should be considered when interpreting the findings of this systematic review. First, the synthesis is based on the studies included in the review and is therefore dependent on the scope, quality, and availability of existing literature. Differences in research designs, measurement approaches, organizational settings, and analytical techniques across previous studies may contribute to variations in reported findings. Second, the reviewed literature covers diverse organizational and occupational contexts. Consequently, the relative importance of particular determinants may differ according to sector, organizational size, job characteristics, institutional conditions, and cultural context. The findings should therefore not be interpreted as universally applicable to every organization or employee population. Third, the thematic classification of determinants into individual, managerial, psychological, and organizational dimensions involves an element of analytical interpretation. Although the categorization provides a structured framework for synthesis, some variables may overlap across dimensions. For example, job satisfaction may simultaneously reflect individual psychological conditions and organizational experiences.

Finally, the review is constrained by the temporal and methodological boundaries established for the literature selection process. Emerging determinants of employee performance may therefore not yet be sufficiently represented in the available evidence.

5.5. Directions for Future Research

Future research should empirically examine the integrated framework developed in this systematic review across different organizational and cultural contexts. Particular attention should be given to testing the interaction between individual, managerial, psychological, and organizational factors rather than examining each determinant independently.

Future studies may also investigate mediating and moderating mechanisms that explain why particular determinants produce different performance outcomes. Variables such as job satisfaction, employee engagement, organizational commitment, psychological capital, perceived organizational support, and work stress may provide valuable explanations of these relationships.

Further research should also examine the implications of digital transformation and digital leadership for employee performance. Comparative studies across public and private organizations, different industries, organizational sizes, and geographical contexts could provide stronger evidence regarding the generalizability of the proposed framework.

In methodological terms, future researchers are encouraged to employ longitudinal designs, mixed-method approaches, and meta-analytic techniques where sufficient homogeneous evidence is available. Longitudinal research would be particularly valuable for examining changes in employee performance over time, while qualitative approaches could provide deeper insights into how employees experience leadership, organizational culture, workplace conditions, and performance expectations.

Ultimately, future research should move beyond identifying whether particular factors affect employee performance toward explaining how, when, and under what organizational conditions these factors influence performance. Such an approach would strengthen both theoretical understanding and evidence-based human resource management practices.

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