

Systematic Review of Employee Performance

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Abstract. This study aims to analyze the factors that influence employee performance using a systematic observation method. A systematic review is a literature observation method that uses a systematic and transparent approach to identify, disseminate, and synthesize all research relevant to a particular research question. There are seventeen articles that are used as reference materials by the author with various variables and diverse results. The number of variables that can significantly influence employee performance indicates that employee performance is one of the important aspects in the sustainability of an organization or company in achieving goals and success both directly and indirectly.

Keywords: *Performance, Employees, Systematic Observation*

INTRODUCTION

Human resources (HR) are the main driver of an organization which has a strategic role and great influence in increasing the effectiveness and efficiency of the organization and supporting the optimal achievement of organizational goals (Tamimi & Sopiah, 2022: 128). One of the key factors in achieving organizational goals is employee performance which functions to help improve *output* and the quality of the products or services produced. Employee performance is a measure of the ability that employees have in carrying out their duties and responsibilities for work based on work results, efficiency, work quality, initiative and work attitude. With good performance, employees can help the company achieve its goals more effectively, on the other hand, the company will suffer losses if the employee's performance is poor, thereby hindering the achievement of goals (Triansyah et al, 2023: 150-151).

To realize organizational goals, a leadership style is needed that is fair, has wisdom in acting, and is able to provide direction within reasonable limits that can influence, guide, and evaluate every employee's actions (Tamimi & Sopiah, 2022: 128-129). One of the leadership styles applied in an organization is the transformational leadership style which can

identify needed changes such as developing a company vision and implementing a thorough plan before acting (Tamimi & Sopiah, 2022L: 132). Transformational leadership can have a positive impact on employees' attitudes, behavior and individual development which consists of four dimensions, namely the influence of ideal charisma, inspirational motivation, intellectual stimulation and individual consideration (Rony et al, 2023: 333-334).

Employee intellectual capital is a determining factor in performance. Competitiveness between employees can be seen from the knowledge they have in creating innovation and the ability to adapt in the work environment. To explore employees' intellectual capital, organizational leaders need to provide knowledge and inspiration for employees to think creatively, dare to take risks, and adapt to changing challenges in achieving competitive advantage. The challenges in question include a lack of employee commitment which results in decreased performance, low employee productivity due to loss of intrinsic motivation and involvement in work, as well as a lack of innovation. The existence of principles in the transformational leadership style can influence the leader's attitude towards developing a vision, empowering employees, and building strong

relationships with employees (Rony et al, 2023: 332).

Motivation is one of the factors in achieving work productivity. Employees who have high work enthusiasm and motivation tend to be able to help companies achieve success with high levels of productivity. Management of employee motivation is based on the use of power for leaders and the organizational culture within the company (Fahlevi, 2020: 2). According to Hermina & Yosepha (2019: 71) explain the meaning of motivation, namely a condition that moves and directs employees' abilities to work together productively to achieve company goals. Apart from that, motivation is an effort that exists within employees to fulfill their needs and achieve company goals.

Employee performance is closely related to work discipline. Work discipline can be defined as an attitude of appreciation and respect that an employee has to behave obediently and obediently in accordance with the rules set by the company. If employees violate the rules that have been set, there will be sanctions, both light and heavy, according to the mistakes they have made (Hermina & Yosepha, 2019: 71).

Over time, artificial intelligence (AI) technology has begun to penetrate the business world. Chukwuka & Dibie (2024: 271) explain the relationship between AI

and employee performance, namely that AI is able to help the Human Resources (HR) team increase productivity, reduce tedious procedures, and improve employee experience by automating administrative tasks and making more educated decisions based on data. Based on the explanation above, the writer is interested in writing an article entitled **"SYSTEMATIC REVIEW OF EMPLOYEE PERFORMANCE"**.

RESEARCH METHODOLOGY

The research methodology used is the systematic review method. A systematic review is a literature review method that uses a systematic and transparent approach to identify, evaluate, and synthesize all research relevant to a specific research question. Systematic reviews follow structured and well-defined steps, such as a comprehensive literature search, clear inclusion and exclusion criteria, and a transparent selection and evaluation process. The goal is to identify all studies relevant to the research question, without taking sides or prioritizing any particular study.

RESULTS AND DISCUSSION

Following is a breakdown of previous research on factors that influence employee performance.

No.	Author Name	Year	Study Focus and Research Results
1	Tamimi & Sopiah	2022	This research focuses on the influence of leadership style on employee performance using a systematic literature review method. The research results found that leadership style indirectly influences employee performance because leadership style has an important role in achieving company goals.
2	Triansyah et al	2023	Focus on researching factors that influence employee performance using a systematic review method of all relevant evidence. Of the seven articles used as references, employee performance factors focus on several things such as trade organization, motivation, work

			management systems and improvements, key performance indicators, continuous improvement, system dynamics models, salary levels, and job satisfaction. Based on these several things, it can be concluded that employee performance plays an important role in achieving company goals.
3	Rony et al	2023	This research explains the role of transformational leadership on employee performance. The research results explain that there is an indirect influence between transformational leadership and employee performance because leadership plays an important role in achieving organizational goals.
4	Fahlevi	2020	Developing factors that influence employee performance in private hospitals. The research results show that there is a significant influence between the work environment, competence and motivation on employee performance, both directly and indirectly.
5	Hermina & Yosepha	2019	This research focuses on the influence of leadership style, motivation, work discipline on employee performance by taking a sample of 50 PT employees. Trakindo Utama Pontianak. The research results found that there was a significant influence between work discipline and employee performance and an insignificant influence between leadership style and motivation and employee performance.
6	Chukwuka & Dibie	2024	This research aims to create a realistic understanding of the differences in experiences experienced by employees as a result of the application of artificial intelligence (AI) and the use of old manual HR methods. The research results explain that real-time AI-based assessments ensure accuracy throughout the management process and have a positive effect on the HR function in evaluating employee performance.
7	Kusuma	2021	Explain how the work environment influences employee performance through literature studies obtained from previous research. Research shows that both physical and non-physical work environments have a significant influence on employee performance.
8	Sitopu dkk	2021	This research analyzes the influence of motivation, work discipline and compensation on employee performance by taking a sample of 130 PT employees. Sinar Clear Suksesindo. The research results show that there is a significant

			influence between motivation, work discipline and compensation on employee performance.
9	Nor dkk	2023	Developing the influence of the importance of work motivation on employee performance using literature study. A total of seventeen articles as references found that work motivation had a significant effect on employee performance.
10	Aziz et al	2021	This research analyzes the influence of compensation and competency on employee performance through employee development at the Bantaeng Regency Tourism Office by taking a sample of 96 people. This research shows that compensation has a significant effect on employee performance, while competency does not have a significant effect on employee performance.
11	Kettapan et al	2022	This research develops factors that influence employee performance in modern trade organizations. The results of this research explain that there is a significant direct and indirect influence between loyalty and motivation on employee performance.
12	Mohammad dkk	2025	This research seeks to provide a holistic perspective on employee performance and examine the relationship between leadership style and employee engagement on employee performance. The findings of this research indicate that leadership style and employee involvement can improve employee performance.
13	Hasudungan et al	2020	This research discusses the influence of knowledge management on employee performance which results in the finding that knowledge management has an important role in improving employee performance.
14	Bustamam et al	2020	This research aims to analyze the influence of work-life balance, training and rewards on employee performance which results in the finding that work-life balance influences employee performance, while training and rewards do not have a significant influence on employee performance.
15	Tashliyev & Tirtoprojo	2023	Develop the influence of organizational commitment, type of work, work discipline, work environment, and job satisfaction on employee performance. The research results found that organizational commitment, type of work, and work discipline had a significant effect on employee performance, while the work

			environment and job satisfaction did not have a significant effect on employee performance.
16	Arif et al	2022	This study shows that financial performance can work well through direct channels with IC without going through HC or structural capital. However, intellectual capital directly influences human capital and structural capital to improve overall financial performance.
17	Adyaksana et al	2023	Financial performance and human capital have a significant and positive effect on company value.

Based on the fifteen articles above, it can be seen that there are many factors that influence employee performance. Several variables used by previous researchers produced a significant level of influence on employee performance. However, there are also variables that produce an insignificant level of influence on employee performance.

Various indicators that influence employee performance include leadership style, work environment, competence, work motivation, work discipline, level of compensation, employee loyalty to the company, employee involvement in their work responsibilities, employee knowledge management, organizational commitment, type of work carried out, job satisfaction, work-life balance, training, rewards, trade organizations, work management systems and improvements, key performance indicators, continuous improvement, and system dynamics models.

Triansyah et al (2023) explain several factors that influence employee performance, such as trade organization, motivation, work management systems and improvements, key performance indicators, continuous improvement, system dynamics models, salary levels, and job satisfaction. The factors described play an important role in improving employee performance and achieving company goals.

Four previous researchers developed the influence of leadership style on company performance. According to Tamimi & Sopiah (2022), when a company's leadership style increases, employee performance tends to increase,

whereas when leadership style decreases or is weak, employee performance also decreases. Rony et al (2023) explain the transformational leadership style and its influence on employee performance, namely that transformational leadership provides clear encouragement and direction to employees, creates a supportive work environment, increases employee motivation and commitment to the company, increases trust and communication between leaders and employees.

Other research by Mohammad et al (2025) explains that leadership style has a significant effect on employee performance. Although there are three researchers who state that leadership style has a significant effect on employee performance, there is one researcher, Hermina & Yosepha (2019) who states that leadership style does not have a significant effect on employee performance.

Furthermore, the work environment factors that are assessed are closely related to the level of employee performance. A comfortable work environment tends to make employees more enthusiastic about working and their performance levels will be higher. This is comparable to research by Fahlevi (2020) and Kusuma (2021) which states that the work environment has a significant effect on employee performance. This is different from the research results of Tashliyev & Tirtoprojo (2023) which stated that the work environment does not have a significant effect on employee performance.

The level of competency, knowledge management and employee involvement are important aspects in improving employee performance. Employees with good knowledge management tend to be competent in carrying out their duties and responsibilities at work. Likewise, employee involvement in their work will have an impact on increasing self-motivation so that their performance will also increase. Fahlevi (2020) states that employee competence has a significant effect on employee performance, but this is different from research by Azis et al (2021) which states that employee competence has no significant effect. Hasudungan et al (2020) explain that knowledge management has a significant effect on employee performance. Employee involvement has a significant effect on employee performance as revealed in research by Mohammad et al (2025).

Research by Fahlevi (2020), Sitopu et al (2021), Nor et al (2023), and Kettapan et al (2022) states that work motivation has an important role and has a significant influence on employee performance. This is different from research by Hermina & Yosepha (2019) which states that work motivation has no significant effect.

The existence of regulations set by the company tends to make employees have a work discipline attitude. A high level of work discipline can improve employee performance. This is in line with the research results of Hermina & Yosepha (2019), Sitopu et al (2021), and Tashliyev & Tirtoprojo (2023) which state that work discipline has a significant effect on employee performance.

The size of compensation and employee loyalty are interrelated with employee performance. Employees with large compensation values tend to have a higher loyalty attitude so that their performance increases. Sitopu et al (2021) and Azis et al (2021) explain that compensation has a significant effect on employee performance. Kettapan et al

(2022) explain that loyalty has a significant effect on employee performance.

In their research, Tashliyev & Tirtiprojo stated that organizational commitment and type of work have a significant effect on employee performance, while job satisfaction does not have a significant effect on employee performance. Bustamam et al (2020) stated that work-life balance has a significant effect on employee performance, while training and rewards do not have a significant effect on employee performance. According to research by Chukwuka & Dibie (2024), artificial intelligence or AI has a significant positive effect on HR management in evaluating employee performance.

CONCLUSION

The conclusion that can be drawn from the explanation above is that there are many factors that influence employee performance. From the factors described above, it can be said that employee performance plays an important role and is one aspect that influences the sustainability of an organization or company in achieving goals and success, both directly and indirectly.

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