



Factors Affecting Employee Performance: A Systematic Review

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ABSTRACT

Employee performance is one of the key factors in achieving organizational goals. Employee performance is a measure of the extent to which an employee is able to fulfill his duties and responsibilities properly and effectively. This study utilised a systematic review factors affecting employee performance scopus database. A systematic review is a form of research study that seeks to answer a particular research question by systematically identifying, selecting, and evaluating all relevant evidence. After conducting the screening, the researchers found 7 articles that met the predetermined criteria. The focus of research on factors affecting employee performance are focuses on several things such as trade organizations, motivation, management system, key performance indicators, perceived overqualification, chefs, continuous improvement, system dynamics model, implementation of performance management, the level of pay, the offer of benefits and job satisfaction. Based on some of the results of research that has been done, we can conclude that employee performance is very important because employee performance plays a very important role in achieving organizational goals. Therefore, companies must prioritize managing employee performance in order to increase productivity, efficiency, and the quality of work produced.

Keywords: *Employee Performance, Factors Affecting, Systematic Review*

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INTRODUCTION

Employee performance is one of the key factors in achieving organizational goals (Werdhiastutie dkk., 2020). Productive and efficient employees can help companies increase output and quality of products or services produced, increase customer and

employee satisfaction (Nadya dkk., 2022; Rahmah dkk., 2022), and build a positive reputation for the company.

Employee performance is a measure of the extent to which an employee is able to fulfill his duties and responsibilities properly and effectively (Darvishmotevali & Ali, 2020). Employee performance can be measured based on work results, efficiency, work quality, initiative, and work attitude (Berger dkk., 2019; Bodin dkk., 2019; Hadj-Mabrouk, 2019). Good employee performance can help companies achieve organizational goals more effectively, while poor employee performance can cause losses for the company (Sitopu dkk., 2021).

Improving employee performance is a major challenge for organizations in various sectors (Pinzone dkk., 2019). Poor employee performance can cause a company to lose customers, decrease productivity, and high operational costs. In contrast, high-performing employees can help an organization improve product or service quality (Dianovi dkk., 2022; Rohmalimna dkk., 2022), increase customer satisfaction, and enhance the company's reputation.

The importance of employee performance is increasingly visible in the era of globalization and increasingly fierce competition (Atatsi dkk., 2019; Egwim dkk., 2021; Thin dkk., 2022). Companies need to optimize the potential of their employees to generate added value and achieve organizational goals (Yong dkk., 2020). Therefore, it is important for companies to develop effective performance management strategies to increase work productivity and efficiency.

In the digitalization era, technology can help companies monitor employee performance more easily and accurately (Vahdat, 2022). However, performance management is not only about monitoring employees, but also about providing constructive feedback and providing training and development to employees to improve their skills and abilities (Carnevale & Hatak, 2020; Kim dkk., 2019; Motalebi Ghayen dkk., 2022). Therefore, it is important for companies to continuously monitor and improve employee performance in order to achieve long-term success.

The focus of this study is factors affecting employee performance (Hartini dkk., 2022; Najeed dkk., 2022; Nopiana dkk., 2022), and it employs a systematic review methodology with the goal of presenting an accurate and trustworthy synthesis of the relevant literature while minimising bias and analytical errors (Triansyah, Ramadhaniyati, Dwi, dkk., 2023). Systematic reviews are distinct from other review techniques like bibliometric reviews, which are designed to spot trends and research concentrations in a specific field (Triansyah, Gunawan, & Ramadhaniyati, 2023; Triansyah, Mitayana, Yanti, dkk., 2023; Triansyah, Suwatno, & Machmud, 2023; Triansyah, Suwatno, & Supardi, 2023).

RESEARCH METHODOLOGY

This study utilised a systematic review factors affecting employee performance scopus database. A systematic review is a form of research study that seeks to answer a particular research question by systematically identifying, selecting, and evaluating all

relevant evidence. This methodology is characterised by a comprehensive search strategy designed to identify all relevant published and unpublished work on a topic, a systematic integration of search results, and a critique of the quantity, nature, and quality of evidence in relation to a specific research question. Systematic reviews are regarded as providing the highest level of evidence on the evidence pyramid and are conducted according to rigorous research methodology. (Caldwell & Bennett, 2020; Siddaway dkk., 2019). In this research, the keyword used is " factors affecting employee performance" in the Scopus database. After conducting the screening, the researchers found 7 articles that met the predetermined criteria.

RESULT AND DISCUSSION

Focus of research on factors affecting employee performance

Table 1. Focus study factors affecting employee performance

No	Author	Year	Focus Study
1	(Kettapan dkk., 2022)	2022	Develop and investigate the consistency and conformity of the structural equation model of causal factors affecting the employees' performance, and to analyze factors that affect employees' performance in modern trade organizations. Indices were derived from revised literature and related research.
2	(Fahlevi, 2021)	2021	Explain important factors that affect employee performance in a private hospital
3	(Sardjono dkk., 2020)	2020	Discuss about performance indicator development process will be conducted through the stages of designing a questionnaire, distributing questionnaires to the employees of Company, performing factor analysis and then developing a model of KPI.
4	(Onat & Eren, 2020)	2020	Reveal the effect of perceived overqualification on employee performance. That's why in this research, the effect of perceived overqualification in the hospitality industry on employee performance is discussed

5	(Alefari dkk., 2018)	2018	Discuss a conceptual model through system dynamics of the factors that affect employee performance and the different improvement initiatives
6	(Sachane dkk., 2018)	2018	Investigates the factors that affect employee performance at Statistics South Africa with the aim of providing a management framework for improving the performance of employees
7	(Sokolová dkk., 2016)	2016	Analyse how the level of pay and the offer of benefits determine job satisfaction in the Czech Republic

Overall the focus of research on factors affecting employee performance are focuses on several things such as trade organizations (Pham dkk., 2019; Roscoe dkk., 2019; Saeed dkk., 2019), motivation, management system, key performance indicators, perceived overqualification, chefs, continuous improvement, system dynamics model, implementation of performance management, the level of pay (Ilham dkk., 2022; Safitri dkk., 2022), the offer of benefits and job satisfaction.

Results of several studies such as (Kettapan dkk., 2022) to develop and investigate the consistency and conformity of the structural equation model of causal factors affecting the employees' performance, and to analyze factors that affect employees' performance in modern trade organizations (Bag dkk., 2020; Caligiuri dkk., 2020; Papa dkk., 2020). The result also indicated that loyalty and motivation had significant direct and indirect influences on employees' performance in modern trade organizations. Additionally, loyalty is passed on to motivation as an indirect power in employees' performance.

(Fahlevi, 2021), to explain important factors that affect employee performance in a private hospital. The research uses 100 samples taken from employees of one private hospital in Indonesia (Mousa & Othman, 2020; Singh dkk., 2019). The result finds out that there is a significant influence between work environment, competence, and motivation on performance both directly and indirectly.

(Onat & Eren, 2020), reveal the effect of perceived overqualification on employee performance. That's why in this research, the effect of perceived overqualification in the hospitality industry on employee performance is discussed (Gabriela dkk., 2022; Kartel dkk., 2022; Qureshi dkk., 2022). The results employee performance may increase or decrease if the overqualification observed in chefs increases or decreases.

(Sachane dkk., 2018), investigates the factors that affect employee performance at Statistics South Africa with the aim of providing a management framework for improving the performance of employees (Dewi S dkk., 2022; Hikmah dkk., 2022;

Keshav dkk., 2022). The results showed that employees perceived PM as ineffective and unfair. Various factors affecting PM at Statistics South Africa negatively were revealed. The analysis of the research identified the following performance factors: communication, talent management, retention, recruitment and selection, engagement and motivation.

Based on some of the results of research that has been done, we can conclude that employee performance is very important because employee performance plays a very important role in achieving organizational goals (Anoum dkk., 2022; Demina dkk., 2022; Firman dkk., 2022). Therefore, companies must prioritize managing employee performance in order to increase productivity, efficiency, and the quality of work produced.

CONCLUSION

Employee performance is one of the key factors in achieving organizational goals. Productive and efficient employees can help companies increase output and quality of products or services produced, increase customer and employee satisfaction, and build a positive reputation for the company. The focus of research on factors affecting employee performance are focuses on several things such as trade organizations, motivation, management system, key performance indicators, perceived overqualification, chefs, continuous improvement, system dynamics model, implementation of performance management, the level of pay, the offer of benefits and job satisfaction. Based on some of the results of research that has been done, we can conclude that employee performance is very important because employee performance plays a very important role in achieving organizational goals. Therefore, companies must prioritize managing employee performance in order to increase productivity, efficiency, and the quality of work produced.

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