

The Determinant of Employee's Performance: A Systematic Literature Review

Alean Kistiani Hegy Suryana¹, Jati Waskito¹, Kussudyarsana¹

¹ Faculty of Economics and Business, Universitas Muhammadiyah Surakarta, Surakarta, Indonesia

Email: b109240008@student.ums.ac.id

Abstract

The purpose of this study is to analyze the determinants of employee performance. The methods used in this study are the PRISMA (*Preferred Reporting Items for Systematic Review and Meta-Analysis*) method and Bibliometric Analysis using Vosviewer. The data source was obtained from Scopus for the period 2015-2025. Based on the results of the literature that has been reviewed with the search results for "determinant of employee performance", 941 journals were found. Then data filtering was carried out using the PRISMA method so that 49 papers were included in the category. Of the 49 articles that have been obtained using the PRISMA SLR Analysis, 10 journals will be selected that have the highest number of citations. The results of the study say that employee performance is influenced by a combination of individual and external factors. The main determinants that affect employee performance include self-efficacy, person-job fit, motivation, training and development, interactional fairness, employee well-being, effective leadership, and external crises. These factors work together to influence how well employees can perform their duties and contribute to the organization's goals.

Keywords: *Determinant, Employee Performance*

Introduction

Employee performance is a fundamental aspect that determines the effectiveness of an organization in achieving strategic goals. In the context of human resource management (HRDM), performance is often used as an indicator of the success of organizational functions, as well as reflecting the company's competitiveness in the long term (Mathis & Jackson, 2017). High-performing employees not only produce optimal work output, but also contribute to forming a productive, innovative, and sustainable work culture (Wibowo, 2016). In general, employee performance is influenced by various factors, both from within the individual (intrinsic) and from the external environment (extrinsic). Robbins and Judge (2019) classify these factors into the dimensions of motivation, ability, role perception, and organizational condition. Within this framework, motivation has a dominant influence on the intensity, direction, and persistence of work behavior. Herzberg (1966) through his two-factor theory stated that motivators such as recognition, achievement, and responsibility are able to significantly improve performance, compared to hygiene factors such as salary and job security which only prevent dissatisfaction.

Leadership factors are also identified as crucial variables. According to Bass and Avolio (1994), transformational leadership styles are able to build employee trust and loyalty, increase work morale, and trigger above-average performance achievements. Leaders who are able to inspire, give clear direction, and pay attention to employee development needs will encourage optimal performance (Northouse, 2016).

Organizational culture, as a set of shared values, norms, and beliefs, also shapes employee work behavior (Schein, 2010). A supportive work environment, collaborative culture, and value system that aligns with employees' personal goals will create synergy in performance achievement. Research by Denison (1990) even confirms that organizations with a strong and adaptive culture tend to have higher and more sustainable performance. In addition, psychological factors such as work engagement are a concern in contemporary literature. Schaufeli and Bakker (2004) explain that high work engagement reflects positive psychological conditions characterized by vigor, dedication, and absorption, all of which are strongly correlated with performance achievement. However, the existing literature review still shows that the findings vary, depending on the context of the sector, organizational culture, and demographic characteristics of respondents. This has led to the lack of a complete scientific consensus on the main factors that have the most influence on employee performance universally. On the other hand, there are a number of studies that have

not been systematically integrated to assess the quality of the available empirical evidence. In answering these gaps, the Systematic Literature Review (SLR) approach is the right method. SLR allows for a comprehensive and structured analysis of the results of previous studies, so as to identify research trends, inconsistencies in results, and relevant research gaps (Tranfield, Denyer, & Smart, 2003). Thus, this study aims to classify and evaluate the determinants of employee performance based on empirical evidence from nationally and internationally accredited literature. The results of this review are expected to enrich the theoretical foundation of MSDM and become the basis for strategic decision-making in employee management. The study design approach used is a systematic literature review (SLR) using the PRISMA method (Page *et al*, 2021) with data from reputable journals (Scopus and Google Scholar) in the period 2015 to 2025. Based on the background, this study asks the following three research questions:

RQ1 : What are the factors that affect employee performance from individual factors?

RQ2 : What affect the performance of the karawan from external factors?

RQ3 : What are the main determinants that affect employee performance?

1. Research Methods

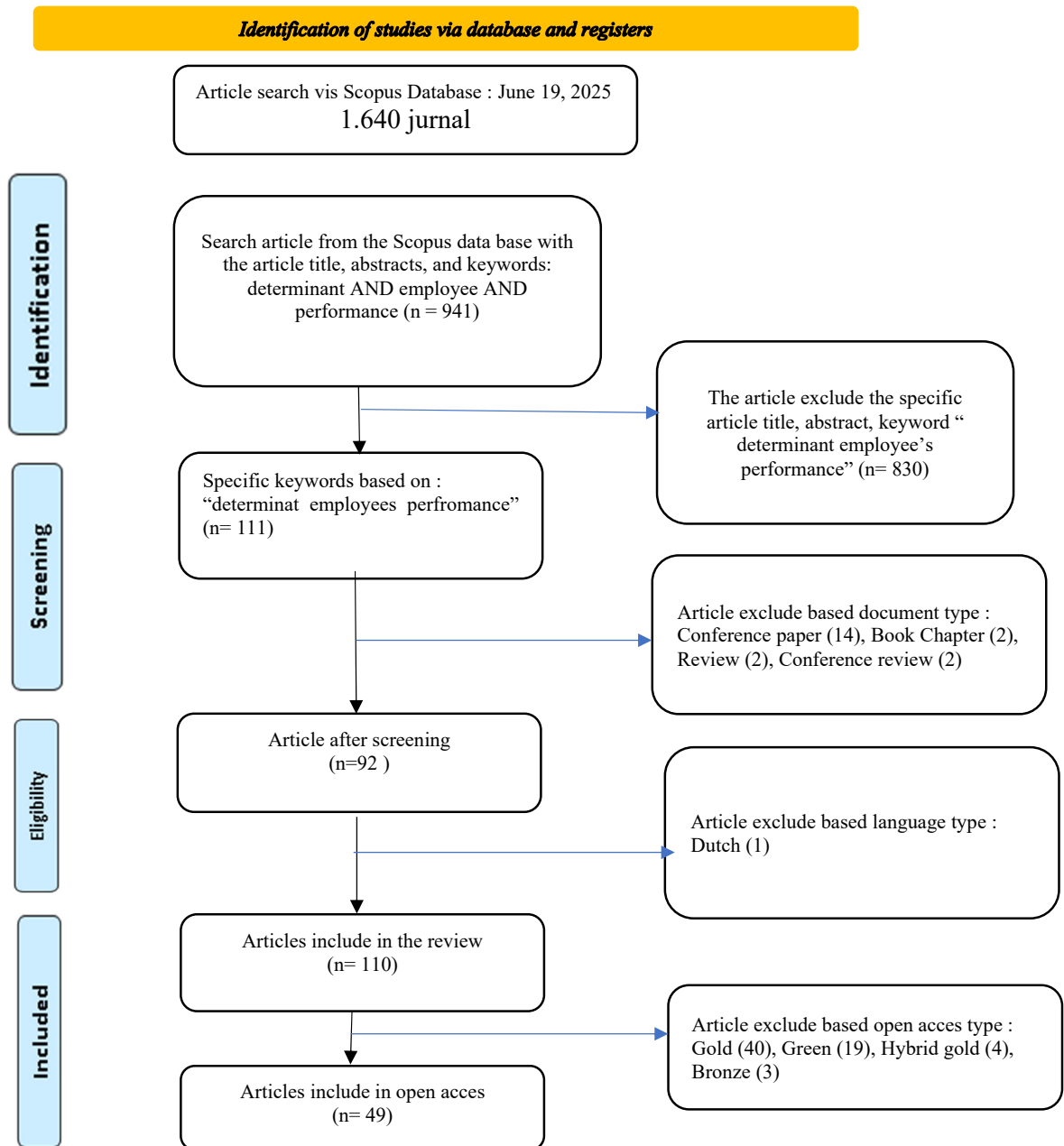
- Bibliometric Analysis

Bibliometric Analysis is a research method used to analyze literature or scientific publications by calculating and evaluating various quantitative aspects in a field of study. This analysis is used to explore publishing patterns, trends in research topics, relationships between authors, journals, and institutions, and to assess the impact or contribution of scientific papers. The main objective of bibliometric analysis is to provide insight into scientific developments, identify the latest trends, and map research networks within a particular discipline. The stages of Bibliometric analysis are journals obtained from Google Scholar. The keywords used are *employee's performance*, *job performance / productivity*, *determinants*. The results obtained were 16,700 journals. Furthermore, the journal is downloaded in the form of RIS (Research Information System). The RIS format is entered into the Mendeley Reference manager application, after being entered into the application, the RIS format of each journal is converted (exported) into one RIS format to all journals. The next step is to enter the entire journal RIS into the Vosviewer software to generate a graphical representation of the Bibliometric map. Citation analysis is a recapitulation of journals cited by authors/researchers in the preparation of scientific papers (Saputro 2022 in Aris 2023).

- PRISMA (Preferred Reporting Item for Systematic Review and Meta-Analysis)

This study also uses the PRISMA method, Moher et al (2009) in their article in PLoS Med explain that PRISMA is a set of methods to report systematic reviews and meta-analyses that have been updated. This method assists researchers in conducting systematic reviews in a consistent and understandable manner, covering various Steps from planning to reporting. In this study, journals were obtained from Scopus and Google Scholar. The keywords used are determinants AND employee AND performance. The results obtained were 941 journals. Then with the "Determinant Employee Performance" filter, the year of publication of journals from 2015 to 2025 was obtained as many as 111 journals.

The PRISMA method and Bibliometric Analysis used in this study allow researchers to provide a more comprehensive insight into the factors that affect employee performance in both private and public organizations. This systematic and transparent process ensures that this research has a strong and trustworthy basis for drawing relevant and applicable conclusions in the context of organizational policy and performance management.

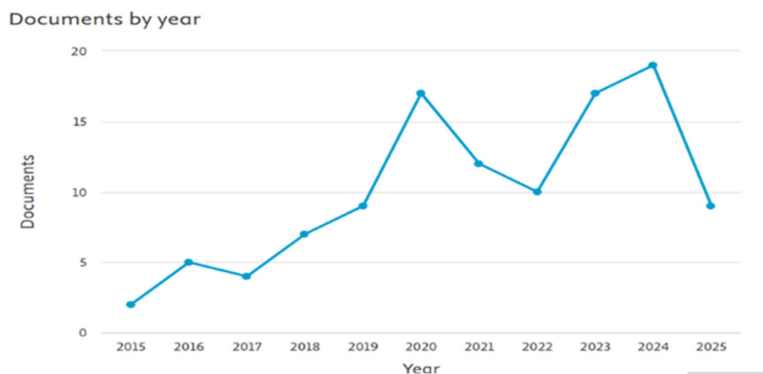


Source : data processed (2025)

Figure 1. PRISMA Diagram (Preferred Reporting Items for Systematic Review and Meta-Analysis)

Figure 1. Show the results of the literature selection process in *the Systematic Literature Review (SLR)* regarding employee performance determinants. At the identification stage, 941 articles were obtained from *the Determinant Employee Performance Databases*, but 830 articles were deleted because they were outside the scope of the research and were irrelevant. Furthermore, in the screening stage, as many as 111 articles were in accordance with the keywords used in the research, but as many as 20 articles were removed because they did not meet the type of document, so that 92 articles according to the type of document were obtained for further review. At the assessment for eligibility stage, 110 English-language articles were further reviewed. In the include stage, 49 articles were obtained that met the criteria and were included in the final review. The stages in PRISMA show that out of the thousands of articles found, only a few are relevant to the research, so it is very important to filter and select literature that is of quality and in accordance with the expected research objectives.

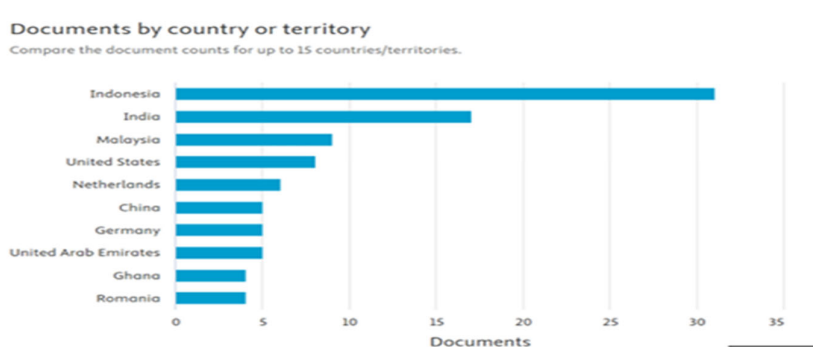
- Publication Development



Source : scopus.com (2025)

Figure 2. Publication Development Chart for 2015-2025

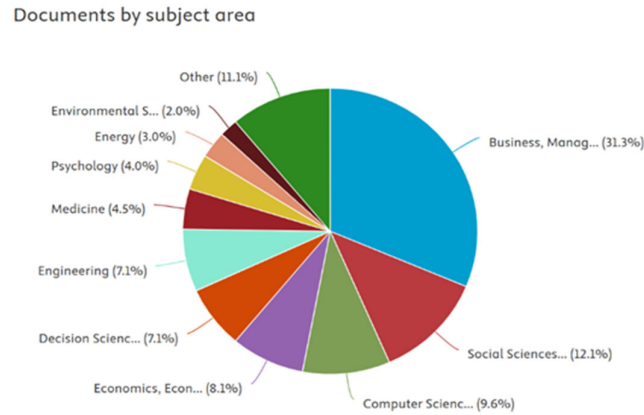
The "Documents by Year" chart shows the trend in the number of documents published each year from 2015 to 2025. In general, the graph shows significant fluctuations with a tendency to increase in the long term. In 2015, the number of documents recorded was the lowest, which was around 2 documents, then increased in 2016 to around 5 documents. Despite a slight decline in 2017, the trend gradually increased again until it reached 9 documents in 2019. A sharp spike occurred in 2020 with the first peak reaching around 17 documents. However, this number decreased again in the next two years, namely to 13 documents in 2021 and 10 documents in 2022. The chart again shows an upward trend in 2023 with 16 documents and reached the second highest peak in 2024, which is around 19 documents. After that, in 2025 there will be a sharp decrease to around 8 documents. This pattern shows that the publication of documents has increased and decreased periodically, reflecting the dynamics of unstable research or documentation activities from year to year.



Source : Scopus.com (2025)

Figure 3. Publication Development from Various Countries

The "Documents by Country or Territory" graph shows the distribution of the number of documents generated by country or region, by comparing up to the top 15 countries or regions. From this graph, it can be seen that Indonesia occupies the top position with the highest number of documents, which is around 32 documents, showing a strong dominance in the production of publications related to the topics analyzed. The second position is occupied by India with a total of around 22 documents, a significant difference compared to Indonesia. In third place is Malaysia, which produces about 10 documents, followed by the United States (about 8 documents), the Netherlands, China, and Germany which each produce about 6 documents. Furthermore, there are four countries with an almost equal number of publications, namely the United Arab Emirates, Ghana, and Romania, which all produce about 5 documents. This graph shows that the dominance of documents is highly concentrated in countries in Asia, particularly Indonesia and India, which account for the largest proportion compared to other countries. Meanwhile, countries in Europe and America have a more moderate contribution. These findings indicate that the topics analyzed in this chart are likely to have special relevance or are being the focus of major attention in the Southeast and South Asia regions. These graphs also reflect the geographical pattern of the spread of research or publication activities, which can be the basis for further analysis of the driving factors or obstacles in scientific production between countries.



Source : Scopus.com (2025)

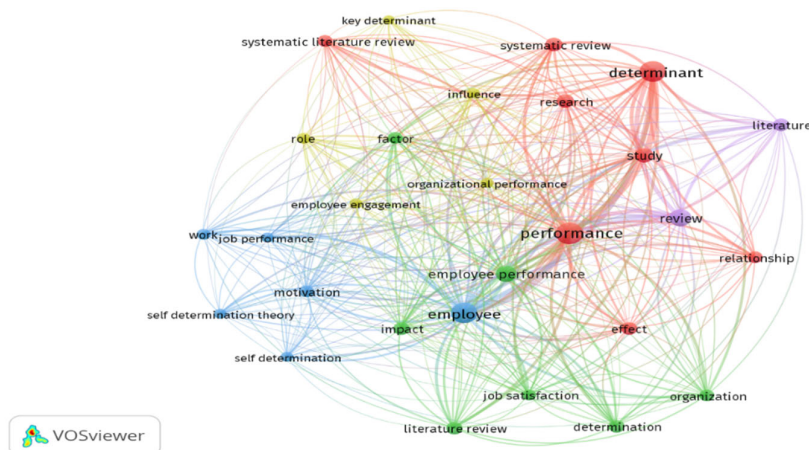
Figure 4. Area Subject Distribution Diagram

The pie chart image titled "Documents by Subject Area" depicts the distribution of documents by scientific field. The graph shows that the Business, Management, and Accounting field dominates the number of publications with a proportion of 31.3%, making it the main focus in the topics reviewed. Followed by Social Sciences in second place with 12.1%, showing the significant contribution of social sciences disciplines in supporting related studies. Furthermore, Computer Science is in third place with 9.6%, followed by Economics, Econometrics and Finance at 8.1%, and Engineering and Decision Sciences which each account for 7.1% of the total documents. Medicine contributed 4.5%, Psychology 4.0%, Energy 3.0%, and Environmental Science 2.0%. Meanwhile, the Other category (other fields not specifically mentioned) made up 11.1% of the total documents. This distribution shows that although most studies come from the fields of management and business, the contributions of various other disciplines are also quite significant. This indicates that the topics studied are **multidisciplinary**, involving perspectives from social sciences, technology, psychology, economics, to health and environmental sciences. This diversity of fields reflects the importance of a cross-disciplinary approach in examining complex and interrelated problems in the real world.

2. Results and Discussion

- Bibliometric Analysis

1. Co-occurrence (Keyword)

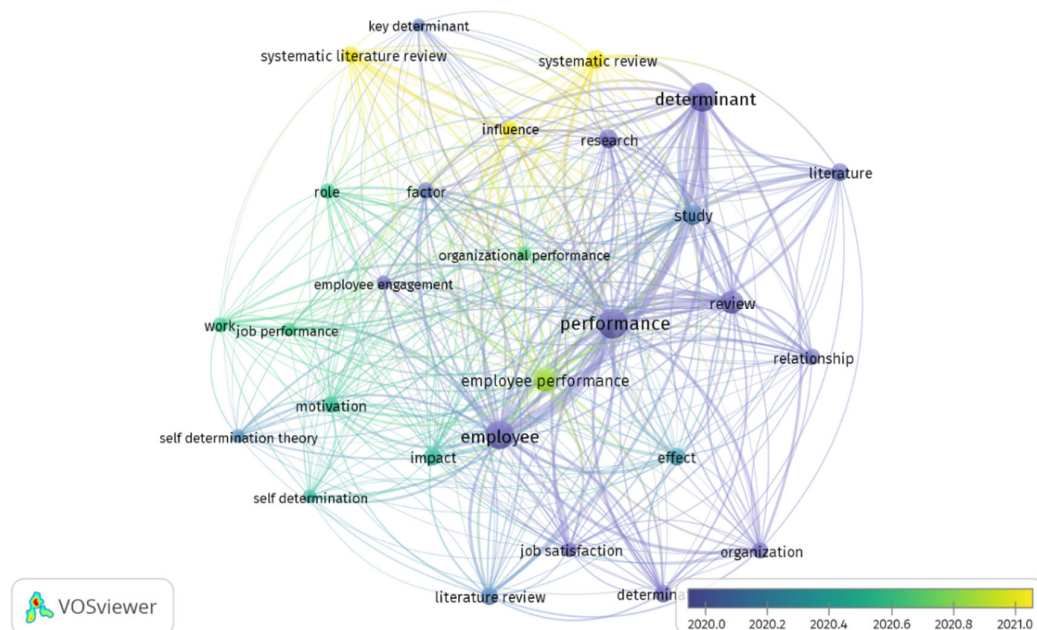


Research on the determinants of employee performance is an ever-growing topic in the human resource management literature. To understand the complexity of this topic, a bibliometric analysis was conducted using the systematic literature review (SLR) method to identify and map the dominant keywords in relevant articles. The bibliometric visualization generated by the VOSviewer software illustrates the relationships between keywords that often appear in publications related to employee performance, providing insight into the themes that emerged and are interrelated in this study.

In the visualization, it can be seen that some keywords have a large weight and are very interrelated. The words "performance," "employee," and "determinant" dominated the analysis, suggesting that the main topics discussed in the literature were factors that affect employee performance. These words have large node sizes, reflecting that employee performance is often a core topic in these studies. In addition, several related themes such as "employee engagement", "job satisfaction", and "organizational performance" form a cluster that is closely related to employee performance. This suggests that job satisfaction and employee engagement are highly influential determinants of performance, which is in line with a theoretical approach that considers employees to be an important factor in the success of an organization. It is also seen that "self-determination theory" and "motivation" appear in the blue cluster, indicating that psychological theories related to internal motivation are very often used to explain the factors that affect employee performance. This strong relationship between motivation theory and employee performance indicates that intrinsic motivation is one of the main determinants that influence employee behavior and productivity.

In terms of methodology, this bibliometric analysis highlights the importance of the use of "systematic review" in research that focuses on the collection and synthesis of evidence from the existing literature. With keywords such as "literature review" and "systematic review" often appearing in red clusters, this study also shows the importance of a structured and systematic methodological approach to evaluating the evidence in studies related to employee performance. This broad interconnectedness between keywords illustrates the multidimensional nature of employee performance. Further research needs to consider external and internal factors that affect employee performance, both from the individual, organizational, and external environment sides. Employee engagement, job satisfaction, and internal motivation as well as organizational factors are key elements that must be considered in designing strategies to improve employee performance. Overall, the results of this bibliometric analysis show that the study of employee performance includes not only individual factors such as motivation, but also organizational aspects such as employee engagement and job satisfaction. The diversity of theoretical and methodological approaches used in this literature reflects the importance of an interdisciplinary approach in understanding and influencing employee performance effectively.

2. Overlay Visualization Metadata Co-Occurance (Keyword)



Source : data processed (2025)

Gambar 6. Overlay Visualization Metadata Co-Occurance (Keyword)

The results of this VOSviewer overlay illustrate the relationship between keywords relevant to the research topic on "Determinants of Employee Performance" in a systematic literature review (SLR). The main keyword that came up was "performance," which indicates that the main focus in this study was employee performance. Several other words such as "employee performance," "organizational performance,"

"employee," and "job performance" are closely related to this concept, indicating that previous studies have extensively discussed factors that affect employee performance in an organizational context. In addition, the emergence of words such as "systematic review," "literature review," and "research" indicates the importance of the literature review approach in analyzing various factors that affect employee performance.

The trend of research time can be seen through the color scale in the image, where words such as "self determination," "self determination theory," and "motivation" are more predominantly yellow-green, indicating the increasing attention to motivation theory and self-concept in recent studies (2020-2021). Factors such as "employee engagement," "motivation," "impact," "effect," and "job satisfaction" also emerged as psychological and motivational factors that were widely explored in relation to employee performance. Overall, this picture shows that research on employee performance is very complex and examines the relationship between various elements such as job satisfaction, motivation, and psychological theories, with an emphasis on current aspects that are gaining increasing attention in recent studies.

3. Citation

Of the 49 articles that have been obtained using the PRISMA SLR Analysis, 10 journals will be selected that have the highest number of citations. According to Borgman (2007), citation analysis is one way to evaluate the importance or influence of an article based on how often the article is referenced by other works.

4. PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis)

Table 1. List of Journals Results of the PRISMA Method

No	Author	Title	Citation	Year	Publisher
1.	Dewie Tri Wijayati, Zainur Rahman, A'arasy Fahrullah et al	A study of artificial intelligence on employee performance and work engagement: the moderating role of change leadership	135	2022	International journal of Manpower 43(2), pp.486-512
2.	Christoph Flothmann, Kai Hoberg, Andreas Wieland	Competency requirements of supply chain planners & analysts and personal preferences of hiring managers.	43	2018	Supply Chain management, 23(6),pp. 480-499
3.	Patrick Kampkotter., Christine Harbring ., Dirk Sliwka	Job rotation and employee performance – evidence from a longitudinal study in the financial services industry	31	2018	International Journal of Human Resource management, 29(10), pp. 1790-1735
4.	Lestari, S, Watini, S,Rose, D.E	Impact of Self-Efficacy and Work Discipline on Employee Performance in Sociopreneur Initiatives	25	2024	Aptisi Transactions on technopreneurship, 6 (2), pp. 199-212
5.	Yoopetch, C.,Nimsai, S.,kongarchapatara	The Effects of Employee Learning, Knowledge, Benefits, and Satisfaction on Employee Performance and Career Growth in the Hospitality Industry	25	2021	Sustainability Switzerland, 13 (8), 4101
6.	Zahid H. Bhat, Riyaz A. Rainayee	Examining the Mediating Role of Person–Job Fit in the Relationship between Training and Performance: A Civil Servant Perspective	25	2019	Global Business Review, 20(2), pp.529-548
7.	Sara van Gennep, Nanne K.H. de Boer ., Angela G.E.M de Boer	Impaired Quality of Working life in Inflammatory Bowel Disease Patiens	22	2021	Digestive Diseases and Sciences, 66 (9), pp. 2916-2924
8.	Uka, Ana and Prendi, Ardita	Motivation as an indicator of performance and productivity from the perspective of employees	21	2021	Management and Marketing, 16 (3), pp. 268-285

9.	Thuy T. Dang, Anh D. Pham	What make banks' front-line staff more customer oriented? The role of interactional justice	20	2020	International Journal of Bank marketing, 38(4), pp.77-798
10.	Muddassar Sarfraz, hira Hafeez., Ilknur Ozturk	The effects of the COVID-19 pandemic on healthcare workers' psychological and mental health: The moderating role of felt obligation	18	2022	Work 71 (3)pp. 539-550

The first journal with a total of 135 citations (one hundred and thirty-five) is a journal written by Dewie Tri Wijayati, Zainur Rahman, A'arasy Fahrullah et al (2022). This study examines how artificial intelligence (AI) influences employee performance and work engagement, focusing on the role of change leadership as a moderator. The authors examine the influence of AI technology in the workplace and how leadership can moderate the impact of the application of this technology. This research provides important insights for organizations that are transforming technologically.

The second journal with a total of 43 citations (forty-three) is a journal written by Christoph Flotmann, Kai Hoberg, Andreas Wieland (2018). This study explores the skills and competencies required by supply chain planners and analysts, as well as comparing them to managers' personal preferences in conducting recruitment. This research aims to bridge the gap between skills needs in the field and managers' expectations in the recruitment process in the supply chain management sector.

The third journal with a total of 31 citations (thirty-one) is a journal written by Patrick Kampkotter, Christine Harbring, Dirk Sliwka (2018). This study is a longitudinal study that examines the effect of job rotation on employee performance in the financial services industry. This research shows that job rotation can improve employee performance, although the results depend on organizational and individual factors. This research provides evidence that job rotations can enrich employee experiences and skills, which in turn affects their performance.

The fourth journal with a total of 25 citations (twenty-five) is a journal written by Leastari S., Watini, S., Rose, D.E (2024). This study examines how self-efficacy and work discipline affect employee performance, especially in socio-preneur initiatives. This research highlights the importance of self-confidence and work discipline in improving employee performance in companies that combine social goals with business goals. The findings of this study show that these two factors play a significant role in the success of socio-preneur initiatives.

The fifth journal with a total of 25 citations (twenty-five) is a journal written by Yoopetch, C., Nimsai, S., Kongarchapatara (2021). This study investigates how factors such as employee learning, knowledge, benefits, and satisfaction affect employee performance and their career progression in the hospitality industry. This research provides important insights into how the employee experience can be improved to support better performance and career progression opportunities, ultimately benefiting the company.

The sixth journal with citation 25 (twenty-five) is a journal written by Zahid H. Bhat, Riyazz A. Rainayee (2019). This study examines the role of person-job fit in mediating the relationship between training and employee performance among civil servants. The study found that a better fit between employees' abilities and interests with their work can improve the effectiveness of training and, in turn, improve their performance.

The seventh journal with citation 22 (twenty-two) is a journal written by Sara van Gennepe, Nanne K.H. de Boer, Angela G.E.M de Boer (2021). This article examines how Inflammatory Bowel Disease (IBD) affects the quality of work life for patients who suffer from it. This study shows that IBD can severely interfere with patients' performance, job satisfaction, and general well-being. These findings provide insight into how organizations can help employees with chronic health conditions stay productive in the workplace.

The eighth journal with citation 21 (twenty-one) is a journal written by Uka, Ana and Prendi, Ardita (2021). This study examines motivation as a key factor that affects employee performance and productivity. This study shows that various motivational factors affect employee work outcomes and their contribution to the success of the organization. The results of this study provide insight into how understanding employee motivation can help managers improve performance and productivity in the work environment.

The ninth journal with citation 20 (twenty) is a journal written by Thuy T. Dang, Anh D. Pham (2020). This study examines the role of interactional justice in improving customer service orientation in bank frontline staff. This research shows that fairness in the interaction between staff and customers can influence staff attitudes and behaviors in providing better service. These findings provide suggestions for banks to foster a culture of fairness in customer interactions to improve relationships with customers.

The tenth journal with citation 18 (eighteen) is a journal written by Muddassar Sarfraz, Hira Hafeez, Ilknur Ozturk (2022). This study examines the impact of the COVID-19 pandemic on the mental and psychological health of health workers. This research shows that the sense of obligation felt by health workers plays a role in moderating the

mental impact of the pandemic. These findings provide important insights into how to support healthcare workers in managing their mental health during a crisis.

RQ1: What are the factors that affect employee performance?

Based on the references that have been mentioned, it can be seen that several elements related to individual factors found in these journals include:

1. Self-Efficacy and Work Discipline.
In a study by Lestari et al. (2024), it was found that self-efficacy or self-confidence has a significant influence on employee performance. When employees believe in their ability to cope with assigned tasks, they are more likely to perform better at their jobs. In addition, work discipline was also found to have an effect on performance, showing that individuals who have high discipline can improve their performance, both in the public sector and other sectors.
2. Person-Job Fit (Job and Employee Suitability)
Zahid H. Bhat and Riyaz A. Rainayee (2019) in their research showed that person-job fit, which is the suitability between employees' skills and interests with the work they do, mediates the relationship between training and employee performance. In a company, if the job matches the individual's abilities and interests, then their performance will improve. This suggests that individual factors, in this case ability and interest in work, play an important role in employee performance.
3. Individual Motivation
Uka and Prendi (2021) show that motivation is an important factor in influencing employee performance and productivity. Individual motivational factors, whether intrinsic or extrinsic, greatly influence how employees work and interact with their work. In organizations, motivation can come from a sense of responsibility for work or a desire to achieve organizational goals.
4. The Role of Leadership in Individual Factors
In a study by Dewie Tri Wijayati et al. (2022), the role of change leadership as a moderation in the relationship between AI and employee performance showed that individuals led by effective leaders tended to have better performance. A good leader can motivate individuals to work better, which is directly related to the performance of employees in the organization.

Overall, individual factors such as self-efficacy, job suitability with individuals, motivation, and effective leadership have a great influence on employee performance in an organization. Employees who feel confident, fit in with their work, motivated, and well-led, will be more likely to show higher performance.

RQ2 : What are the factors that affect employee performance from External Factors?

Based on the journal references that have been mentioned, several external factors can be identified that can affect employee performance in the public sector, including:

1. Interactional Justice

In research by Thuy T. Dang and Anh D. Pham (2020), it was found that interactive fairness plays an important role in influencing customer orientation and employee performance, especially in the banking sector. Fairness in interactions between employees and outside parties, such as customers or the public, can influence employee attitudes and behaviors. Although the research focuses on the banking sector, the same principle can be applied to the public sector, where fairness in interactions with the public or external clients can improve employee motivation and performance.
2. Training and Development.

Training and development are very important external factors that can affect employee performance. In a study by Zahid H. Bhat and Riyaz A. Rainayee (2019), it was found that training has a significant impact on employee performance, especially if there is a match between the training provided and the employee's work. Relevant and job-needs-based training can improve employees' skills, which in turn will improve their performance in the organization. Therefore, external factors in the form of a good training and development program are essential to improve employee performance.
3. Social and Cultural Influence of the Organization.

Other external factors that affect employee performance are organizational culture and social environment in the workplace. This factor relates to the values applied in the organization as well as the social relationships between colleagues. In a study by Sara van Gennep et al. (2021), although not directly related to the public sector, a good quality of work life—including social support in the workplace—can improve performance. Employees who work in a supportive environment and have an inclusive culture tend to perform better.

4. Government Policies and Regulations.

In organizations, government policies and external regulations can affect employee performance. A clear and fair policy will provide employees with clear guidance on what is expected of them, as well as the resources available to support them in achieving organizational goals. For example, government-funded training or government policy-based incentives can provide an additional incentive for employees to work better.

5. External crises or changes

Major changes triggered by external factors, such as the COVID-19 pandemic, can also affect employee performance. Muddassar Sarfraz et al. (2022) found that the COVID-19 pandemic affected the mental and psychological health of healthcare workers, which also impacted their performance. In the public sector, especially in the health or social services sector, health or social crises can affect employee performance due to extra pressure in carrying out their duties.

Overall, external factors such as interactional fairness, training and development, organizational culture, government policies, and external changes such as crises play a large role in influencing employee performance in the organization. These factors provide the support, direction, and resources needed to improve the performance of individuals and the organization as a whole.

RQ3 : What are the main determinants that affect employee performance ?

Based on the journal references that have been mentioned, here are some of the main determinants found, including:

1. Self Efficacy

In research by Lestari et al. (2024), it was found that employee self-efficacy is one of the main determinants that affect their performance. Employees who have high self-confidence are more likely to perform their duties effectively, overcome challenges, and perform better. In the public sector, where tasks often involve public service, self-confidence is an important factor to achieve optimal results.

2. Job and employee suitability (Person -Job Fit)

Research by Zahid H. Bhat and Riyaz A. Rainayee (2019) shows that person-job fit or compatibility between work and individuals is the main determinant in employee performance. When work matches employees' skills, interests, and personal values, employees will be more motivated and more effective in carrying out their duties. Therefore, in the public sector, a good adjustment between individuals and jobs is essential to improve performance.

3. Employee Motivation

Motivation is a key determinant that affects employee performance. In research by Uka and Prendi (2021), it was found that intrinsic motivation (encouragement from within) and extrinsic motivation (encouragement from outside, such as rewards) play a large role in improving employee performance and productivity. Employees who are motivated to achieve organizational goals, whether for personal or professional reasons, tend to have higher performance. In organizations, motivation can come from a sense of responsibility for public service or a larger social purpose.

4. Training and Development

In a study by Zahid H. Bhat and Riyaz A. Rainayee (2019), it was found that training has a significant influence on employee performance, especially if there is a match between the training provided and the employee's work. Relevant training helps employees to develop the skills necessary for their jobs, which increases their work efficiency and effectiveness.

5. Interactional Justice

In the research of Thuy T. Dang and Anh D. Pham (2020), it was found that interactional justice, namely fair and respectful treatment in interactions between superiors and subordinates, affects employee performance. In the

public sector, where many interactions involve the public or other stakeholders, creating a fair and transparent environment can improve employee performance. This fairness can also increase employees' sense of responsibility and job satisfaction.

6. Employee Well-Being

Research by Sara van Gennepe et al. (2021) highlights the importance of employee well-being, especially for those with chronic illnesses. Good employee well-being, both physical and mental, is directly related to better performance. In the public sector, where many employees work in emotionally and physically demanding sectors, well-being can improve productivity and quality of service.

7. Leadership

Effective leadership is a key determinant that affects employee performance, as seen in the research of Dewie Tri Wijayati et al. (2022). A good leadership role, especially in managing change and motivating employees, is essential in the public sector. Leaders who are able to provide clear direction, support employees, and facilitate a positive work environment will improve the performance of teams and individuals in the organization.

8. External Crisis and the Work Environment.

External factors, such as crises or major changes in the work environment, can also affect employee performance. For example, in the research of Muddassar Sarfraz et al. (2022), it was found that crises such as the COVID-19 pandemic affect the mental and psychological health of the workforce, which ultimately affects their performance. Employees who work in a stable and safe environment tend to perform better.

Overall, the main determinants that affect employee performance include self-efficacy, person-job fit, motivation, training and development, interactional fairness, employee well-being, effective leadership, and external crises. These factors work together to influence how well employees can perform their duties and contribute to the organization's goals.

3. Conclusion

Based on the results of the literature that has been reviewed with the search results for " *determinant of employee performance*" 941 journals were found. Then data filtering was carried out using the PRISMA method so that 49 papers were included in the category. Of the 49 articles that have been obtained using the PRISMA SLR Analysis, 10 journals will be selected that have the highest number of citations.

Overall, employee performance is affected by a combination of individual and external factors. Employees who have self-confidence, high motivation, and job suitability with their interests and abilities will perform better. On the other hand, the support of training, effective leadership, and a fair and supportive work environment also plays a big role in creating optimal performance. External factors, such as fairness in employee interactions and well-being, can reinforce or dampen the influence of individual factors on performance. Therefore, public sector organizations need to consider these factors holistically to create an environment that supports continuous employee performance improvement.

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