

A Systematic Literature Review on Employee Performance in Human Resource Management

Vini Rizky Permatasari¹, Ading Rahman Sukmara^{2*}

¹ Faculty of Education, Universitas Galuh, Ciamis, West Java, Indonesia

² Faculty of Economics, Universitas Galuh, Ciamis, West Java, Indonesia

Published: 2026

Publisher : Cipta Adngate Nusantara (CAN)

*Corresponding author: ading_rahman34@unigal.ac.id

ABSTRACT

Employee performance is a critical factor in determining organizational success in the modern business environment. Human resource management (HRM) plays a significant role in enhancing employee performance through various strategic approaches. However, previous studies tend to examine determinants of employee performance in isolation, such as motivation, job satisfaction, leadership, and organizational commitment, resulting in fragmented findings.

This study aims to systematically review the determinants of employee performance by integrating existing literature within HRM. The research adopts a systematic literature review (SLR) approach by analyzing articles published between 2015 and 2025 from academic databases such as Google Scholar and Scopus-indexed journals.

The findings indicate that employee performance is influenced by multiple interrelated factors, including work motivation, job satisfaction, leadership style, work environment, and organizational commitment. The study emphasizes the importance of adopting an integrative perspective in understanding employee performance.

This study contributes to the HRM literature by providing a comprehensive framework for understanding employee performance. It also offers practical implications for managers and a foundation for future empirical research in developing integrated performance models.

Keywords: employee performance; human resource management; systematic literature review; motivation; job satisfaction

1. INTRODUCTION

Employee performance has become one of the most critical factors influencing organizational success and competitiveness in the modern business environment (Robbins & Judge, 2017; Dessler, 2020). In the era of globalization and digital transformation, organizations are increasingly required to optimize employee performance to achieve strategic objectives (Armstrong, 2021; Sukmara, 2024; Sukmara, 2025; Yoppi & Ading, 2024).

Previous research has identified various determinants of employee performance, including work motivation, job satisfaction, leadership, and organizational commitment (Herzberg, 1959; Locke, 1976; Meyer & Allen, 1991). However, many studies examine these variables in isolation, resulting in fragmented findings and limited integrative understanding (Sukmara, 2024; Sukmara et al., 2024; Sukmara et al., 2025).

Therefore, this study aims to systematically review the determinants of employee performance in human resource management by integrating findings from previous literature (Sukmara, 2024; Sukmara, 2025).

2. LITERATURE REVIEW

2.1 Employee Performance

Employee performance refers to the degree to which employees successfully fulfill their job responsibilities in terms of quality, quantity, and timeliness (Robbins & Judge, 2017). In modern organizations, employee performance is considered a key determinant of organizational success and competitiveness (Dessler, 2020). Furthermore, recent studies emphasize that employee performance is not only influenced by individual ability but also by organizational systems and human resource management practices (Sukmara, 2024; Sukmara, 2025; Sukmara et al., 2024; Sukmara et al., 2025).

2.2 Human Resource Management

Human resource management (HRM) refers to a strategic approach in managing employees to achieve organizational objectives (Armstrong, 2021). HRM practices such as recruitment, training, and performance management play a significant role in enhancing employee performance (Dessler, 2020). In recent developments, HRM has shifted toward a more strategic and performance-oriented approach, emphasizing employee development and organizational sustainability (Sukmara, 2024). In addition, HRM is increasingly recognized as a critical factor in maintaining organizational effectiveness and improving performance outcomes (Sukmara, 2024).

This is supported by strategic management perspectives which emphasize that human resources are key assets in achieving organizational performance and sustainability (Sukmara et al., 2025).

2.3 Determinants of Employee Performance

2.3.1 Work Motivation

Work motivation is a key driver of employee behavior and performance. According to Herzberg (1959), motivation consists of intrinsic and extrinsic factors that influence employee attitudes and actions. Motivated employees tend to demonstrate higher productivity, stronger engagement, and better performance outcomes (Robbins & Judge, 2017). Empirical studies also confirm that motivation significantly affects employee performance, particularly when supported by organizational systems and leadership (Sukmara et al., 2025; Sukmara et al., 2024).

2.3.2 Job Satisfaction

Job satisfaction reflects employees' emotional responses toward their work and organizational environment (Locke, 1976). Employees with higher levels of job satisfaction tend to show better performance, stronger commitment, and lower turnover intentions (Dessler, 2020). Recent empirical findings indicate that job satisfaction also plays a mediating role in improving employee productivity and organizational outcomes (Sulistyo & Sukmara, 2024; Sukmayadi & Sukmara, 2024).

2.3.3 Leadership

Leadership plays a critical role in directing, influencing, and motivating employees to achieve organizational goals (Yukl, 2013). Effective leadership enhances employee motivation, builds trust, and improves performance outcomes. Studies also show that leadership significantly influences employee performance through communication, support, and empowerment (Sukmara et al., 2025; Saepudin et al., 2024).

2.3.4 Work Environment

A supportive work environment contributes significantly to employee well-being and performance. A conducive work environment enhances productivity, reduces stress, and improves job satisfaction (Armstrong, 2021). Recent research highlights that work environment factors, including physical conditions and organizational culture, play a crucial role in shaping employee performance (Sukmara & Sukmayadi, 2025; Sukmayadi & Sukmara, 2024).

2.3.5 Organizational Commitment

Organizational commitment refers to the psychological attachment of employees to their organization and their willingness to contribute to organizational success (Meyer &

Allen, 1991). Employees with high organizational commitment tend to demonstrate higher performance and lower turnover intentions. Research also indicates that organizational commitment is influenced by HRM practices, leadership, and employee engagement (Sukmara et al., 2025; Sukmara, 2025).

3. METHODOLOGY

This study employs a systematic literature review (SLR) approach.

3.1 Data Sources

Data were collected from Google Scholar and Scopus-indexed journals.

3.2 Inclusion Criteria

The inclusion criteria of this study were as follows: (1) articles published between 2015 and 2025, (2) studies relevant to human resource management and employee performance, and (3) peer-reviewed publications.

3.3 Data Analysis

The analysis process involved identifying key themes, grouping similar findings, and synthesizing relationships among variables affecting employee performance. This approach allows for a comprehensive understanding of patterns across studies.

4. RESULTS AND DISCUSSION

4.1 Key Findings

Based on the synthesis of the reviewed literature, several major determinants of employee performance were consistently identified.

The results of this study indicate that employee performance is influenced by several key factors identified in the literature. These include work motivation, job satisfaction, leadership, and organizational commitment, which consistently appear across multiple studies as primary determinants of employee performance (Robbins & Judge, 2017; Dessler, 2020; Sukmara, 2025).

These findings indicate that work motivation, job satisfaction, leadership, and organizational commitment significantly influence employee performance.

4.2 Integrated Perspective

These findings indicate that employee performance should not be viewed as a single-dimensional outcome but rather as a result of multiple interacting variables. For instance, leadership not only directly affects performance but also indirectly influences it through motivation and job satisfaction. This highlights the importance of adopting an integrated HRM approach in managing employee performance (Sukmara, 2025; Sukmara et al., 2025).

4.3 Implications

Organizations should adopt a holistic human resource management approach by integrating key factors such as motivation, job satisfaction, leadership, and organizational commitment. This integrated approach is essential to enhance employee performance and ensure long-term organizational effectiveness in a competitive environment (Armstrong, 2021; Dessler, 2020).

The findings of this study indicate that employee performance is influenced by multiple interrelated factors, including work motivation, job satisfaction, leadership, and organizational commitment. These findings are consistent with previous studies that emphasize the importance of human resource management in improving organizational performance (Robbins & Judge, 2017; Dessler, 2020; Sukmara, 2024; Sukmara et al., 2025).

Furthermore, this study highlights that these variables are not independent but interact dynamically. For example, leadership plays a significant role in shaping employee motivation and job satisfaction, which in turn influence performance outcomes. This finding supports the argument that employee performance should be analyzed using an integrated perspective rather than a fragmented approach.

In addition, the results suggest that intrinsic motivation tends to have a more sustainable impact on employee performance compared to extrinsic motivation. This is in line with Herzberg's motivation theory, which emphasizes the role of intrinsic factors in enhancing job satisfaction and performance.

Overall, this study contributes to the literature by providing a comprehensive understanding of the determinants of employee performance and emphasizes the need for integrative models in future research.

These findings are also supported by empirical studies in public sector organizations, which show that competence, motivation, and work discipline significantly influence employee performance (Sukmara et al., 2024; Sukmara et al., 2025).

5. CONCLUSION

This study concludes that employee performance is influenced by multiple interrelated factors. An integrative approach is necessary to fully understand employee performance.

Future research should explore empirical models integrating motivation, job satisfaction, leadership, and organizational commitment.

This study also contributes to the development of human resource management literature by emphasizing the importance of integrated performance models.

These findings reinforce the importance of integrating multiple HRM factors in designing effective employee performance strategies.

REFERENCES

- Armstrong, M. (2021). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
- Herzberg, F. (1959). *The motivation to work*. Wiley.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson.
- Saepudin, H., Surjono, W., Rahman, H. A., et al. (2024). *Perilaku organisasi*. Cipta Media Nusantara.
- Sukmara, A. R. (2024). Human resource management to maintain the quality of education. *Jurnal Ekonomi*, 13(03), 1907–1914.
- Sukmara, A. R. (2024). *Manajemen perubahan dan budaya organisasi*. UMUS Press.
- Sukmara, A. R. (2025). *Ekonomi dan bisnis digital*. Selfietera Indonesia.
- Sukmara, A. R. (2025). *Perilaku organisasi*. CV. Selfietera Indonesia.
- Sukmara, A. R., et al. (2024). Leveraging remote work to improve employee productivity. (Working paper).
- Sukmara, A. R., et al. (2025). The role of leadership and HRM practices on employee performance. (Conference paper).
- Sukmara, A. R., Hariswan, S. E., Budianto, A., Firmanto, C., et al. (2025). *Manajemen strategik dan perencanaan bisnis*. Takaza Innovatix Labs.
- Sukmara, A. R., Pudiaman, A., & Bastaman, I. (2024). Pengaruh kompetensi dan motivasi kerja terhadap kinerja pegawai. *Journal of Management and Social Sciences*, 3(4), 142–153.
- Sukmara, A. R., Yudistira, F., & Bastaman, I. (2025). Pengaruh kompetensi, motivasi dan disiplin kerja terhadap kinerja pegawai. *Profit: Jurnal Manajemen, Bisnis dan Akuntansi*, 4(2), 15–27.

- Sukmayadi, S., & Sukmara, A. R. (2024). The effect of transparency and accountability on the quality of village financial reports. *EKOMA*, 4(1), 1173–1188.
- Sukmayadi, S., & Sukmara, A. R. (2024). The effect of work discipline and work ethics on employee performance. *EKOMA*, 3(3), 199–215.
- Sulistyo, S., & Sukmara, A. R. (2024). Analysis of work discipline and job satisfaction on productivity mediated by employee engagement. *Seascapeid Journal of Economics, Management, and Business*, 1(2), 11–22.
- Yoppi, H. J., & Ading, R. S. (2024). Strategi peningkatan kinerja aparatur. *Journal of Management and Social Sciences*, 3(4), 112–130.
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.