

# **A SYSTEMATIC REVIEW ON EMPLOYEE PERFORMANCE: SCOPUS DATABASE**

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**Abstract**—According to recent HR studies, employees play vital role to the success of organizations. In recent years, employee performance has gained popularity as a research issue in HR studies, attracted researchers to pinpoint its various determinants. To identify the areas where employee performance could be improved, researchers have undertaken a number of studies over a decade on the different perspectives of performance. The objective of this review is to discuss the dimensions of employee performance, recent advancements in the employee performance areas, the influence of a few key factors on employee performance, as well as its prospects in improving employee performance.

**Keywords**— Employee Performance, Assessment Techniques, Organization, Satisfaction.

## I. INTRODUCTION

In today's world, job descriptions rarely capture all of the behaviors needed to achieve organizational goals. This is particularly true in organizations that are heavily reliant on teamwork and collaboration (Guzzo& Dickson, 1996). In these environments, other forms of performance such as social skills, team leadership ability, and interpersonal relationships have become essential for success. Therefore, a more

comprehensive evaluation of work performance is necessary to assess an employee's overall effectiveness (Murphy & Jackson 1999; Griffin et al. 2007). The need for a broader assessment framework has given rise to concepts such as "Competency-Based Performance Management" (CBPM). CBPM focuses on the knowledge and skills required for successful job performance beyond those found in job descriptions. It involves evaluating an individual's competencies rather than individual behaviors or outcomes (Murphy & Jackson 1999; Ilgen&Pulakos 1999). Competencies are typically defined as "the knowledge, abilities and personal characteristics that lead to superior organizational performance" (Campbell et al., 1993). This approach allows organizations to identify those competencies that are most critical for success in various job roles. Although competency-based models represent a more comprehensive approach to assessing work performance than traditional approaches, they can also be difficult to implement effectively. A key challenge is determining which competencies will best support successful goal attainment within each role. Organizations must determine which specific competencies will lead to the desired outcomes at each level of their organization

hierarchy or across roles within the same level (Ilgen& Pulakos1999; Murphy & Jackson, 1999). Additionally, these models must be tailored so that they accurately reflect meaningful differences between roles and individuals within those roles; otherwise there may be difficulty explaining why one person outperforms another on certain criteria but not others (Guzzo& Dickson 1996). Finally, once these models have been identified and evaluated it is important for organizations to ensure that appropriate recognition and rewards are provided for high levels of competence demonstrated by employees across all areas assessed by the model (Campbell et al. 1993). Dimensions frequently used to describe individual work performance are task performance, contextual performance (Borman&Motowidlo, 1993), counterproductive work behavior, and adaptive performance (Koopmans et al. (2011). Since systems are uncertain and interdependent, early approaches to job performance did not take into consideration the complete spectrum of behaviours that contribute to effectiveness (Campbell et al., 1993; Murphy & Jackson, 1999). In response to this restriction, new constructions that cover a wider range of duties have been introduced. These concepts include proactivity (Diamantidis&Chatzoglou, 2018; Griffin et al. 2007; Pulakos, et al. 2000), contextual performance (Borman&Motowidlo, 1993), in role & extra role performance (Rostiana& Lie, 2019) and citizenship performance (Smith, et al. 1983).

**1. Objective:** For decades, researchers have been studied various factors influencing performance in organizations with emphasis on

organizational work environmental factors and not giving much focus on individual personal factors. So, aim of the current review is: 1) conceptualizing the framework of various dimensions of employee work performance; 2) identifying individual personal factors of employee performance; 3) highlighting the most influencing factors of employee performance.

**2. Methods:** A systematic review was conducted from Scopus databases. Studies were selected independently by three researchers, and the inclusion criteria for the studies were: a) The study should be related to employee work performance and its influencing factors; b) The study should include a description of the dimensions of employee work performance; and c) The study should present an update on current research in this field. The search was restricted to literature written in English. No restrictions were placed on year of publication or publication type. Systematic Review in Addition seven studies were found by searching other databases and the reference lists of pertinent research. The steps of the present SLR is mentioned as below in figure 1;

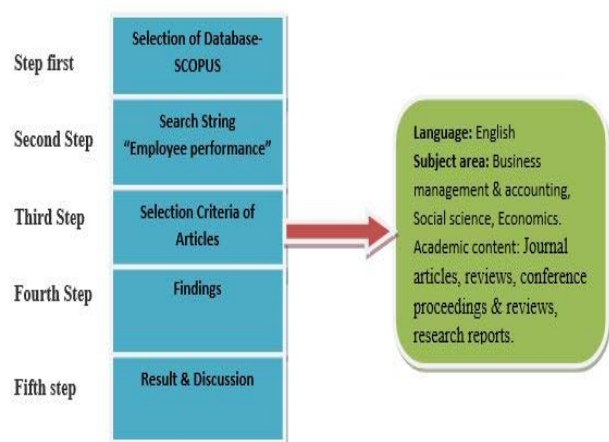


Fig. 1 Steps of systematically selection of articles

Table I

## Findings of the Selected Studies for Systematic Review

<b>Authors</b>	<b>Purpose</b>	<b>Dimension</b>	<b>Factors</b>
Saudi Arabia Hanan Al-Ahmadi (2008)	to identify factors influencing performance of hospital nurses in Riyadh Region, Saudi Arabia	Task performance	Organizational commitment, job satisfaction, nature of job & personal characteristics.
Arifin et al. (2019)	to examine the effectiveness of employee engagement increases the effect of job satisfaction on job performance	Task performance, in role performance, counterproductive performance	Job satisfaction, employee engagement, skill competency
Bhatti et al.(2017)	to examine the role of work engagement between job characteristics and job performance	Task & contextual performance	Skill diversity, nature of job, employee relationships
Koopmans et al. (2011)	integrating the dimensions of individual work performance into a heuristic conceptual framework.	Task performance, contextual performance, counterproductive & Adaptive performance	Job satisfaction, work quality, person's skills
Jankingthong&Rurkkhum (2012)	to identify factors affecting job performance.	Contextual performance	Motivation, work engagement, work engagement, leadership
Maqableh (2016)	to explore the influence of Emotional	Task performance, in role & extra role	Job satisfaction, emotional

	Intelligence on job performance	behaviour	intelligence, perception, thinking, leadership skills
Tseng & Huang, 2011	to explore the influence of Wikipedia on knowledge sharing and job performance	In role & extra role performance	Building relationships, knowledge
Rostiana& Lie (2019)	to investigate the role of work engagement (WE), psychological empowerment (PE), and subjective well-being (SWB) on individual work performance	Task, contextual, counterproductive performance, in role and extra role behaviour	Psychological empowerment, engagement, personal attributes.
Akhigbe&Akhigbe (2021)	examined the relationship between work engagement and individual work performance	Task & Adaptive performance	Employee engagement
Koopmans et al. (2014)	to improve targeting of the IWPQ scales	Task, contextual, counterproductive performance,	Individual personal characteristics
Koopmans et al. (2012)	to develop a generic and short questionnaire to measure work performance	Adaptive performance task performance, contextual performance, and counterproductive work behavior.	Employee personal characteristics
Franco & Franco (2017)	to investigate whether organizational commitment in small	Contextual performance	Interpersonal and relational skills, personal

	and medium-sized family enterprises (FSMEs) is associated with their employees' contextual performance		characteristics, discipline, cooperation, motivation, adaptability, relationship skills and persistent effort.
Kaur & Sharma (2019)	to study the factors affecting work performance	Task performance	Personal skills & social skills, emotional intelligence, training, reward, effective communication etc.
Tria&, Rahmat (2018)	to follow adaptation process of IWPQ into Indonesian	Task , contextual & counterproductive performance	Personal characteristics
Griffin et al (2007)	to develop a model of Positive Work Role Behavior	Adaptive, proactive and task performance	Proficiency, team development adaptability, and proactivity.
Abun et al. (2021)	aims to determine the effect of self-efficacy of employees toward their work performance	Task performance, contextual performance & counterproductive performance.	Working relationships, self efficacy
Sverke et al (2019)	to perform a meta-analysis on job insecurity and performance outcomes	Task performance, contextual performance & counterproductive performance..	Individual behavior, creativity, personal characteristics etc.
Ramos-Villagrasa et al. (2019)	to analyze the IWPQ	Task performance, contextual performance &	NA

(Spain)		counterproductive performance	
Al-Saffara&Obeidat (2019)	to know the effect of TQM practices on employee performance through IWPQ	Task performance, contextual performance & counterproductive performance	Employee participation, leadership, focus, good vision, sharing knowledge etc.
Diamantidis&Chatzoglou (2018)	to develop a model of factors that affect Employee performance	Productivity and performance standards	motivation, knowledge, organizational environmental factors, personal skills, proactivity, training culture, adaptability, problem solving skills, commitment etc.
Ilgen&Pulakos 1999	relationship between the changing nature of work and human performance.	Task performance, in role & extra role performance.	Employee attitude, training, motivation, team work, leadership, learning etc.
Campbell &Wiernik (2015)	to assess performance in work role	Technical & contextual performance, organizational citizenship, leadership performance, management performance, counterproductive work behavior.	Communication, initiative, efforts, supervisory, team work, relationships

Borman&Motowidlo (1997)	to distinguishes the task and contextual behavioural activities	Task, contextual and adaptive performance	Cooperativeness, dependability, internal locus of control, dominance
Sonnetag et al. 2010	chapter summarizes research on individual performance	Task, in role, extra role, contextual, adaptive	Job proficiency, communication, leadership, enthusiasm, relationships, handling different work situation etc.
Pulakos et al. (2000)	to develop a taxonomy of adaptive job performance.	Adaptive performance	Understanding, training, adaptive behavior, interpersonal adaptability etc.

(Source: Scopus database)

## II. ANALYSIS OF AVAILABLE RECORDS ON SCOPUS DATABASE

The following figures show the distribution of Scopus documents by subject area, country and year wise that is related to employee performance.

Here are some of the key takeaways:

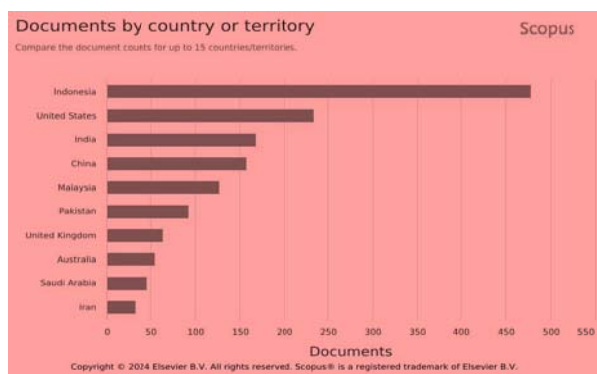


Fig. 2 Country wise distribution of documents related to Employee Performance

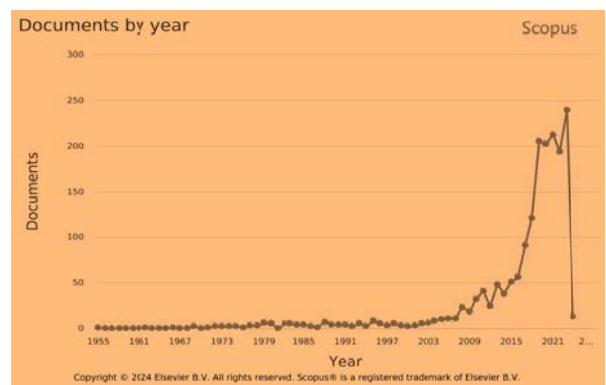


Fig. 3 Trend of Published articles of Employee Performance from Scopus Database

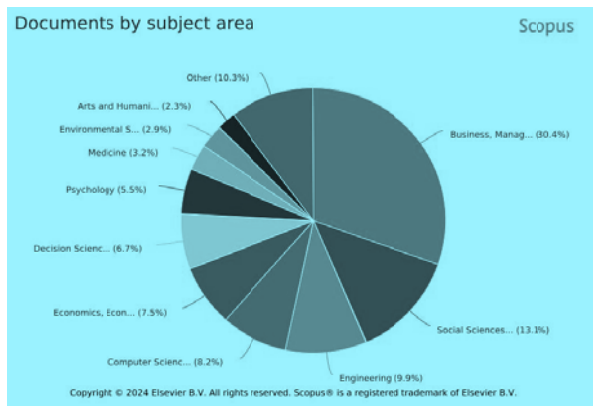


Fig. 4 Documents by subject area of Employee Performance from Scopus Database

The figure 2 shows that Indonesia has published the most documents, followed by the United States, India and China. This suggests that the Indonesia and United States is a major producer of research on employee performance, followed by several other developed countries. The figure 3 shows an increasing trend in the number of documents related to employee performance in the Scopus database over time. This suggests that research on this topic is growing, with a particularly sharp increase in recent years. The pie chart (fig 4) displays the distribution of employee performance research in the Scopus database across various subject areas. Business, Management, and Accounting dominates, claiming over 30% of the research. Other well-represented fields include Computer Science, Engineering, Social Sciences, and Economics. This indicates that employee performance research is heavily concentrated in business and quantitative disciplines, with less focus in areas like Arts and Humanities.

### III. RESULTS AND DISCUSSION OF EMPLOYEE WORK PERFORMANCE

The results of this systematic review showed that there are four main dimensions of

employee work performance: task (in-role) performance, contextual performance (extra-role), counterproductive behavior and adaptive performance. It has also been found that these three dimensions (task, contextual and adaptive performance) are interconnected and influence each other, so improving one can lead to improvements in another. For example, improving task performance can lead to improved adaptive performance as the employee gains more experience and knowledge. Similarly, improving contextual performance can lead to improvements in task performance as the employee learns how different situations require different approaches. Overall, these three dimensions of job performance are essential for successful organisational functioning because they capture different aspects of an employee's contribution to the organisation. They provide valuable insights into how an individual is performing in their role and give employers a better understanding of their productivity levels. Furthermore, they allow employers to tailor training and development programmes that focus on specific areas that need improvement in order to maximise employees' potential. On the other side, Inappropriate behaviours that compromise an organization's objectives or the well-being of another individual are considered counterproductive work behaviour. Production deviance, interpersonal deviance, and organisational deviance are three



variables that might be used to categorise these behaviours (Motowidlo & Van Scotter, 1994).

Proactive, creative and organization citizenship behavior (OCB) are other dimensions that have been proposed as independent dimensions. We took them into consideration even though proactive, OCB and creative performance might be an element of task performance or the part of contextual performance because all the three dimensions improve the organisational, social, and psychological climate of the workplace. The three dimensions can't be directly assessed because they are latent.

Linda Koopmans had a great contribution in the field of measurement of individual work performance (IWP) research and did a lot of research in this area like Koopmans et al. (2011) reviewed 58 studies and identified seven distinct performance constructs associated with IWP: task performance, citizenship behavior, creativity/innovation, organizational citizenship behavior (OCB), customer service orientation, contextual performance and team effectiveness. Overall Koopman's systematic review enabled him and his fellow researchers develop a valid measure for IWP by creating clear definitions for each element in their framework which could be used by other researchers when conducting future studies on IWP related topics.

Furthermore, it was found that various factors contributed towards the individual performance like personal competencies, motivation, leadership, employee engagement and good communication have a significant impact on employee work performance. To ensure that employees reach their full potential, it is important to create an environment and culture that positively encourages and rewards employees for their hard work. Motivation can be achieved by offering meaningful rewards or recognition programs, such as bonuses, higher pay grades and promotions. Leadership plays an important role in setting the direction and inspiring others to follow it. Good communication between management and employees helps build trust and understanding, which can lead to improved performance. Additionally, cultivating a culture of employee engagement is essential for sustaining high performance over time by creating opportunities for team building activities, providing clear goals and expectations, valuing every contribution from each individual employee, empowering them with responsibility, celebrating successes together etc. Finally personal competencies are key components in achieving success including technical skills as well as soft skills such as teamwork collaboration etc.

All the factors have been found to be important predictors of overall job performance (Murphy & Jackson, 1999;

Pulakos et al., 2000), indicating that they should be considered in addition to traditional measures of work performance when assessing an employee's value. Organizations can benefit from recognizing these factors of performance because they can provide a more comprehensive view into an individual's ability and empower them with greater responsibility. In addition, by recognizing workers for their contributions beyond their specific tasks or job duties, organizations may increase employee commitment and morale (Borman & Motowidlo, 1993).

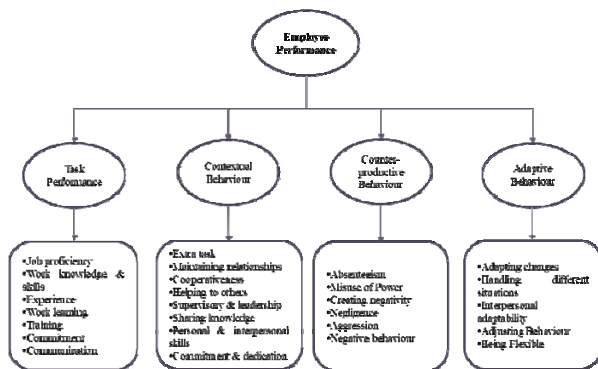


Fig. 5 Conceptual framework of employee performance. Adopted from Hueristic framework of individual work performance, Koopmans 2014

The framework of each (four) main dimensions with influencing factors is presented in the below figure;

#### IV. CONCLUSION

The studies have indicated that employee performance is greatly influenced by various internal and external factors such as job satisfaction, motivation, organizational culture, team work, leadership style and support from superiors. Job satisfaction is one of the major

factors which affect employees' performance in the organization. It has been observed that a satisfied employee will perform better than an unsatisfied one. Organizational culture plays an important role in determining the level of job satisfaction among employees and their overall performance in the organization. Furthermore, team cooperation between peers directly affects individual performances as well as overall performances of teams or departments within an organization. Various types of rewards such as monetary rewards or recognition and motivation may be used to motivate employees to reach higher levels of performance within their respective organizations. Research studies have found that leadership styles have significant impact on employee motivation and consequently on their performance too. The type of a leader whether autocratic or democratic can make all the difference while improving individual/group performances within an organization. The superior's support also play important roles in building trust among employees which further determines their involvement towards achieving organizational goals resulting improved performances. In conclusion, this review provides insights into different areas associated with employee performance including its main influencing factors like job satisfaction, team work, motivation etc along with recent advancements made by researchers to enhance it. With further research being conducted regularly we expect more improvements being introduced for betterment of workforce productivity.

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