

Analysis of Factors Influencing Employee Performance in Public Sector Organizations: A Systematic Literature Review

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Abstract

Purpose: This study aims to systematically analyze the development of research on factors influencing employee performance in public sector organizations by identifying key determinants, theoretical perspectives, methodological approaches, empirical findings, research gaps, and future research directions.

Research Methodology: This study employed a Systematic Literature Review (SLR) approach following the PRISMA 2020 guidelines. Literature searches were conducted using the Scopus database with the keywords Employee Performance Evaluation, Work Performance Assessment, and Public Employee Performance. From 431 identified articles, 16 articles published between 2021 and 2026 met the inclusion criteria and were analyzed using content analysis techniques to synthesize research characteristics, theories, methods, and findings.

Results: The findings indicate that employee performance has evolved from an individual productivity-oriented concept into a multidimensional construct influenced by leadership, organizational governance, human resource management practices, performance appraisal systems, organizational justice, service quality, innovation, digital transformation, and organizational collaboration. The reviewed studies employed diverse theoretical and methodological approaches, with no single dominant framework identified.

Conclusions: Employee performance in public sector organizations is shaped by the interaction between individual, organizational, technological, and service-oriented factors. An integrated approach is required to better understand and improve employee performance.

Limitations: This study is limited to selected Scopus-indexed articles that met predefined criteria and does not include primary empirical data from public sector organizations.

Contributions: This study contributes by providing a comprehensive knowledge map of employee performance research, identifying research gaps, and proposing directions for future theoretical, methodological, and empirical development.

Keywords: *Employee Performance, Human Resource Management, Public Sector Organizations, Systematic Literature Review, Workforce Performance*

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1. Introduction

Employee performance is one of the key indicators that determine the success of public sector organizations in achieving their goals of governance and public service. Employees not only serve as policy implementers but also act as key agents in translating various public policies into services that the public can directly experience ([Aditya & Pringgabayu, 2026](#)). Therefore, the quality of employee performance is closely linked to organizational effectiveness, the quality of public services, the level of public trust, and the organization's ability to adapt to an increasingly dynamic environment. Developments in the strategic environment marked by advances in information technology, rising public expectations regarding service quality, the complexity of public issues, and demands for good governance require public sector organizations to continuously improve the quality of their human resources.

In this context, employee performance is no longer understood merely as an individual's ability to complete tasks in line with organizational targets, but has evolved to encompass an employee's ability to create service value through collaboration, innovation, adaptation to change, and the ability to build positive relationships with the public as service users. This paradigm shift indicates that improving employee performance is a strategic issue that requires serious attention from both academics and public administration practitioners. Therefore, research on the factors influencing employee performance has become increasingly important to provide a more comprehensive understanding of the various determinants that affect the success of public sector organizations in carrying out their functions. Based on these developments, studies on employee performance continue to expand in terms of concepts, theories, and research approaches, necessitating a literature synthesis capable of providing a comprehensive overview of research developments in this field.

Various previous studies have shown that employee performance is a multidimensional concept influenced by the interaction of various individual, organizational, and external environmental factors ([Boselie, & Veld, 2021](#); [Guest, 2017](#)). Research by [Ciki \(2026\)](#) explains that service quality is shaped through the interaction of all actors within a service ecosystem; thus, an organization's success is determined not only by the facilities it possesses but also by the quality of communication, coordination, safety, comfort, and employees' ability to create positive service experiences for the public. This perspective indicates that employee performance is no longer viewed merely as the achievement of administrative targets but as the ability to create service value through organizational collaboration. This evolving concept is reinforced by research by [Sun, Zhong, Yu, Gong, and Yang \(2025\)](#), which shows that the use of artificial intelligence-based technology can improve the effectiveness of public services when supported by employees' competence in utilizing technology as a tool to support their work.

These findings show that digital transformation has changed the way public organizations manage employee performance shifting from conventional work systems to ones that are more adaptive, efficient, and technology-based ([Mergel, Edelmann, & Haug, 2019](#); [Vial, 2019](#)). Furthermore, research by [Sangrar, Murphy, and Porter \(2025\)](#) indicates that the success of public services is greatly influenced by an organization's ability to understand the needs of the public through services that are safe, easily accessible, convenient, and inclusive. The results of this study confirm that employees' ability to understand the characteristics of service users is one of the key indicators for improving the quality of public services. Meanwhile, the study by [Ghorabae, Amiri, Zavadskas, Turskis, and Antucheviciene \(2017\)](#) makes a methodological contribution through the development of a decision-making system based on various indicators, thereby demonstrating that objective performance evaluation requires a multidimensional approach capable of providing a more comprehensive picture of employee quality. Taken together, these studies indicate that the concept of employee performance has evolved from a work-outcome-oriented approach toward a more comprehensive approach that integrates service quality, adaptability, technology utilization, and organizational evaluation systems.

Research developments on employee performance also indicate an expanding range of factors considered to influence the success of public-sector organizations. Research by [Grech, Greer, and Russell-Bennett \(2025\)](#) shows that public engagement in service delivery through a co-creation approach can improve service quality while strengthening employee engagement in performing their duties. [Huang, Zhan, Qi, Guo, Bai, and Hong \(2025\)](#) research confirms that good organizational

governance is a critical prerequisite for improving coordination, organizational effectiveness, and the performance of civil servants' duties. Research by [Chikazhe, Bhebe, Tukuta, Chifamba, and Nyagadza \(2023\)](#), demonstrates that leadership influences service quality and organizational effectiveness, while [Micacchi, Vidé, Giacomelli, and Barbieri \(2024\)](#) show that a fair performance appraisal system enhances perceptions of organizational justice and employee work engagement.

[Alqudah, Carballo-Penela, and Ruzo-Sanmartín \(2022\)](#) explain that high-performing human resource management practices enhance organizational support and employee job satisfaction, which ultimately lead to improved organizational performance. On the other hand, [Kroll and Vogel \(2021\)](#) warn that bureaucratic pressures and inappropriate measurement systems can lead to the manipulation of performance data, thereby reducing the quality of organizational decision-making. Research by [Donkor \(2022\)](#) shows that transformational leadership enhances organizational commitment, which in turn influences improved employee performance, while [Jakobsen, Kjeldsen, and Pallesen \(2023\)](#) demonstrate that collaborative leadership can enhance employee outcomes and innovative behavior. A synthesis of these various studies reveals that employee performance is a multidimensional phenomenon influenced by leadership, organizational governance, human resource management practices, service quality, performance appraisal systems, innovation, technology, and the work environment ([Boselie and Veld, 2021](#); [Knies, Boselie, Gould-Williams, & Vandenabeele, 2024](#)). Therefore, research on employee performance requires a synthetic approach capable of integrating all these factors to achieve a more comprehensive understanding of research developments in this field.

Although research on employee performance has advanced significantly, a synthesis of previous studies indicates that there are still a number of research gaps that require further attention. From a conceptual perspective, existing studies tend to view employee performance from different angles depending on the focus of each study. [Çiki \(2026\)](#) emphasizes the importance of the service ecosystem in building service quality, while [Sun et al. \(2025\)](#) place greater emphasis on digital transformation through the use of artificial intelligence to enhance the effectiveness of public services. [Sangrar et al. \(2025\)](#) direct their attention to inclusive services oriented toward community needs, while [Grech et al. \(2025\)](#) place greater emphasis on collaboration between organizations and the community through a co-creation approach. On the other hand, [Huang et al. \(2025\)](#) examines organizational governance; [Chikazhe et al. \(2023\)](#) link leadership to service quality; [Micacchi et al. \(2024\)](#) highlight fairness in performance appraisal systems; [Alqudah et al. \(2022\)](#) explain the importance of human resource management practices; [Kroll and Vogel \(2021\)](#) examine the impact of bureaucratic pressure on employee behavior; [Donkor \(2022\)](#) emphasize transformational leadership and organizational commitment; while [Jakobsen et al. \(2023\)](#) discuss collaborative leadership in fostering innovative employee behavior.

These differing focuses indicate that research on employee performance is still developing in a fragmented manner and has not yet fully produced a synthesis capable of comprehensively explaining the relationships among these factors. Furthermore, the study by [Ghorabae et al. \(2017\)](#) shows that an evaluation approach based on various indicators can enhance the objectivity of decision-making; however, this approach has not yet been directly linked to a synthesis of the factors influencing employee performance. This situation indicates that further research is needed to integrate these various perspectives in order to gain a more complete understanding of the development of the concept and determinants of employee performance in public sector organizations.

In addition to conceptual gaps, the literature review also reveals variations in theories and research methods, reflecting the absence of a truly integrated analytical framework. Various studies employ different theories, such as Service Ecosystem Theory, the Unified Theory of Acceptance and Use of Technology-2 (UTAUT-2), Transformative Service Research, the Motivation–Opportunity–Ability Framework, Governance Theory, Organizational Justice Theory, Social Exchange Theory, Employee Stewardship Theory, and Distributed Leadership Theory. This diversity of theories indicates that while each study successfully explains specific aspects of employee performance, they have not yet linked all these factors into a single comprehensive synthesis. Variations in methodology also show a similar trend, with most studies employing a quantitative approach through surveys and statistical analysis, while others use a qualitative approach through in-depth interviews, focus group discussions, content analysis, grounded theory, or policy analysis. In fact, [Sun et al. \(2025\)](#) developed an artificial

intelligence-based system, whereas [Ghorabae et al. \(2017\)](#) used a Multi-Criteria Decision-Making approach to support decision-making. This diversity demonstrates that research on employee performance is evolving dynamically but still requires a synthesis capable of systematically mapping the development of theories, methods, and empirical findings. Therefore, the Systematic Literature Review approach is relevant because it can integrate various research findings to provide a more comprehensive picture of scientific developments in the field of employee performance. Through a systematic synthesis, this study is expected to identify research patterns, uncover similarities and differences in research findings, and clarify the direction of research on employee performance in public sector organizations.

2. Literature Review

2.1 Employee Performance in Public Sector Organizations

Employee performance represents a fundamental element in determining the effectiveness and sustainability of public sector organizations. Unlike private organizations that primarily emphasize financial outcomes, public sector organizations evaluate performance based on their ability to achieve institutional objectives, provide quality public services, and create public value. Therefore, employee performance is no longer interpreted merely as the completion of assigned tasks but has developed into a multidimensional concept involving productivity, service quality, innovation, adaptability, and contribution to organizational goals ([Osborne, 2021](#)).

Previous studies indicate that the concept of employee performance has shifted from an individual-oriented perspective toward a broader organizational perspective. Traditional approaches generally measure employee performance through efficiency, effectiveness, and achievement of predetermined targets. However, contemporary research emphasizes that employee performance is influenced by interactions between individual competencies, organizational systems, leadership practices, technological developments, and the external service environment. This transformation reflects the increasing complexity of public sector organizations in responding to changing societal expectations and governance challenges. In public sector contexts, employee performance is closely associated with the organization's ability to deliver responsive, transparent, and effective public services. Employees act as key actors who translate public policies into operational services experienced directly by citizens. Therefore, improving employee performance requires not only strengthening individual capabilities but also developing organizational mechanisms that support collaboration, innovation, and continuous improvement ([Pratiwi & Fathurahman, 2026](#)).

2.2 Theoretical Perspectives on Employee Performance

Employee performance has been explained through various theoretical perspectives because it represents a complex phenomenon involving individual, organizational, and technological dimensions. Social Exchange Theory explains that employees tend to demonstrate higher commitment and performance when organizations provide adequate support, recognition, and fair treatment. This perspective is supported by research showing that organizational support and justice influence employee engagement and performance outcomes ([Stankevičiūtė & Savanevičienė, 2021](#)).

Furthermore, Transformational Leadership Theory emphasizes the role of leaders in developing employee motivation, commitment, and innovative behavior. Transformational leaders encourage employees to exceed routine expectations by providing vision, inspiration, and psychological support ([Donkor et al., 2022](#)). Similarly, distributed leadership perspectives highlight that shared leadership practices can strengthen employee involvement, satisfaction, and innovative behavior within public organizations ([Jakobsen et al., 2021](#)). From a governance perspective, effective organizational governance supports coordination, accountability, and organizational effectiveness. Public sector organizations require governance mechanisms that ensure transparency, collaboration, and effective implementation of tasks ([Huang, 2025](#)).

2.3 Factors Influencing Employee Performance

2.3.1 Leadership

Leadership is consistently identified as one of the major determinants of employee performance. Effective leaders provide direction, motivation, and organizational support that enable employees to achieve better outcomes. Research indicates that transformational leadership improves employee commitment and performance by strengthening psychological attachment toward the organization ([Hoch et al., 2018](#); [Donkor et al., 2022](#)). In addition, collaborative and distributed leadership approaches encourage employee participation and innovation. Such leadership styles create supportive work environments where employees are more engaged and willing to contribute to organizational improvement ([Jakobsen et al., 2021](#)).

2.3.2 Human Resource Management Practices

Human resource management practices play an essential role in developing employee capabilities and improving organizational outcomes. Strategic HR practices, including training, career development, performance management, and organizational support, influence employee motivation, satisfaction, and commitment ([Knies, Boselie, Gould-Williams, & Vandenabeele, 2024](#); [Cooke, Xiao, & Xiao, 2020](#)). High-performance human resource management practices contribute to better employee outcomes by creating supportive work environments and strengthening employees' perceptions that their contributions are valued by the organization ([Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022](#)).

2.3.3 Organizational Governance and Justice

Organizational governance provides the foundation for coordination, accountability, and effective decision-making in public organizations. Effective governance mechanisms enable employees to understand responsibilities and perform tasks more consistently ([Huang, 2025](#)). Furthermore, fair performance evaluation systems influence employee attitudes and engagement. Employees who perceive performance appraisal processes as fair are more likely to demonstrate positive work behaviors and stronger commitment toward organizational goals ([Micacchi et al., 2024](#); [Pattnaik & Tripathy, 2022](#)). Conversely, inappropriate performance measurement systems may reduce the reliability of performance information and affect organizational decision-making quality ([Kroll & Vogel, 2021](#)).

2.3.4 Digital Transformation and Innovation

Digital transformation has introduced new dimensions of employee performance in public sector organizations. Employees are increasingly required to develop digital competencies and adapt to technology-based service systems. Artificial intelligence and digital technologies can improve public service effectiveness when supported by employee capability and organizational readiness ([Sun et al., 2025](#)). Digital transformation therefore requires not only technological investment but also employee preparedness, continuous learning, and organizational support to achieve optimal performance outcomes ([Mergel et al., 2019](#); [Vial, 2019](#)).

2.4 Research Gap and Development of the Current Study

Previous studies have contributed significantly to understanding employee performance; however, existing research remains fragmented because most studies examine individual determinants separately, such as leadership, governance, human resource practices, technology adoption, or service quality ([Knies, Boselie, Gould-Williams, & Vandenabeele, 2024](#); [Donkor, 2022](#); [Sun, Zhong, Yu, Gong, & Yang, 2025](#)). Therefore, employee performance in public sector organizations should be understood as a multidimensional phenomenon influenced by interconnected factors, including leadership, governance, human resource management, organizational justice, digital transformation, service quality, and collaboration. This perspective supports the use of a Systematic Literature Review approach to integrate previous findings and identify future research directions ([Dewi, 2025](#)).

2.5 Literature Search Strategy

The literature search was conducted using the Scopus database due to its extensive coverage of high-quality peer-reviewed scientific publications across various disciplines, including public administration, human resource management, organizational behavior, and management studies. The

search strategy was developed based on keywords relevant to employee performance in public sector organizations, namely “Employee Performance Evaluation,” “Work Performance Assessment,” and “Public Employee Performance.” The initial search identified 431 articles related to the research topic. Subsequently, all retrieved articles were evaluated through a systematic selection process based on predetermined inclusion and exclusion criteria to ensure their relevance and alignment with the research objectives ([Ferine et al., 2021](#)).

3. Methodology

3.1 Research Design

This study employed a Systematic Literature Review (SLR) approach to systematically identify, evaluate, and synthesize previous research related to factors influencing employee performance in public sector organizations ([Snyder, 2019](#); [Xiao & Watson, 2019](#)). The SLR method was selected because this study aims not to collect primary data but to provide a comprehensive understanding of the development of concepts, theoretical perspectives, research methods, empirical findings, research gaps, and future research directions based on existing scientific publications.

The review process was conducted following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines ([Page et al., 2021](#)). PRISMA was adopted to ensure a transparent, structured, and reproducible article selection process consisting of identification, screening, eligibility assessment, and inclusion stages. This approach enables researchers to minimize selection bias and provide a systematic synthesis of relevant literature.

3.2 Inclusion and Exclusion Criteria

To ensure the relevance and quality of the selected studies, specific inclusion and exclusion criteria were established during the screening process. The inclusion criteria required articles to be published in peer-reviewed scientific journals, indexed in the Scopus database, published between 2021 and 2026, focused on employee performance within public sector organizations, available with complete abstracts and accessible full-text versions, and providing empirical findings, theoretical discussions, or conceptual contributions related to employee performance. Meanwhile, the exclusion criteria involved removing duplicate publications, articles that were outside the research scope based on title and abstract screening, studies that did not discuss employee performance in public sector contexts, articles without complete abstracts, and publications with inaccessible full-text documents. Based on these criteria, the identification, screening, and eligibility assessment processes resulted in 16 articles that fulfilled all requirements and were selected for further analysis.

3.3 Article Selection Process

The article selection process followed four PRISMA-based stages: identification, screening, eligibility, and inclusion. During the identification stage, all articles retrieved from the Scopus database were collected based on predetermined keywords. In the screening stage, irrelevant articles, duplicate records, and publications that did not meet the research scope were removed. The eligibility stage involved a detailed assessment of the remaining articles based on research objectives, methodological relevance, and availability of complete information. Finally, articles that fulfilled all requirements were included as the primary sources for synthesis. The complete article selection process was documented through a PRISMA flow diagram to ensure transparency and replicability of the review process.

3.4 Data Extraction and Analysis

The selected articles were analyzed using qualitative content analysis techniques to systematically identify, categorize, and synthesize relevant information from each study. The data extraction process involved examining key characteristics of the selected articles, including publication identity, research objectives, theoretical perspectives, methodological approaches, variables and factors investigated, main empirical findings, as well as research limitations and implications. The extracted data were then organized, compared, and synthesized to identify similarities, differences, emerging patterns, and research development trends related to employee performance in public sector organizations. The synthesis process was conducted to address three main research questions: (1) how the concepts and factors influencing employee performance in public sector organizations have developed based on previous studies; (2) what theories, research methods, and empirical findings have been applied in

existing employee performance research; and (3) what research gaps, opportunities, and future directions can be identified for the development of employee performance studies, as can be seen in Figure 1.

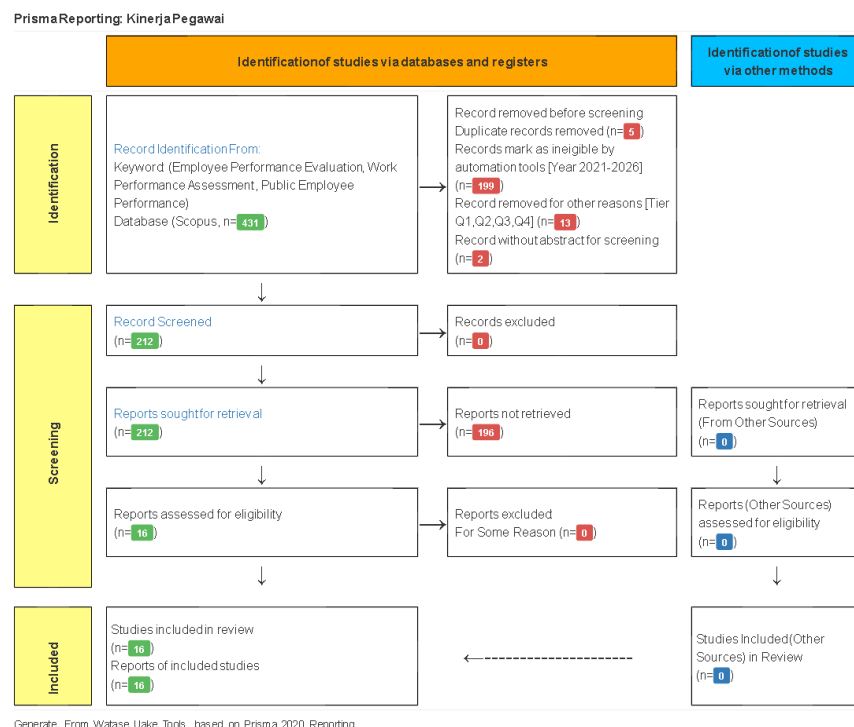


Figure 1. PRISMA flow diagram of article selection process

The article selection process was conducted following the PRISMA 2020 guidelines to ensure a transparent and systematic literature review procedure. As presented in Figure 1, the initial identification process was conducted through the Scopus database using the keywords “Employee Performance Evaluation,” “Work Performance Assessment,” and “Public Employee Performance,” which resulted in 431 identified records. During the identification stage, several records were removed before screening due to duplication, ineligibility based on publication criteria, ranking requirements, and unavailable abstracts. After the removal process, 212 records remained for screening. The screening stage involved reviewing titles and abstracts to assess their relevance to the research objectives.

Following the screening process, 212 reports were assessed for retrieval and eligibility. Based on the predetermined inclusion and exclusion criteria, 16 articles fulfilled all requirements and were included in the final review process. These selected studies were subsequently analyzed using qualitative content analysis to identify research characteristics, theoretical perspectives, methodological approaches, empirical findings, research gaps, and future research directions. The PRISMA-based selection process enhances the transparency, reliability, and reproducibility of the systematic literature review by clearly documenting how studies were identified, screened, assessed for eligibility, and included in the final synthesis.

3.5 Research Reliability and Transparency

To maintain methodological rigor, this study applied a systematic and transparent review procedure throughout the identification, selection, extraction, and synthesis stages. The use of predefined criteria and PRISMA guidelines ensured consistency in selecting relevant studies and reduced potential researcher bias. Through this methodological approach, the study provides a comprehensive synthesis of employee performance research development and establishes a foundation for understanding theoretical, methodological, and empirical trends in public sector organizations.

4. Results and Discussions

4.1 Article Identification, Publication Trend and Research Characteristics

The literature identification process was conducted through the Scopus database using the keywords “Employee Performance Evaluation,” “Work Performance Assessment,” and “Public Employee Performance.” The initial search generated 431 articles related to employee performance in public sector organizations. After applying the predefined inclusion and exclusion criteria, including publication period, research relevance, article accessibility, and alignment with the research questions, 16 articles were selected for further synthesis ([Snyder, 2019](#); [Xiao & Watson, 2019](#)).

The selected studies were published between 2021 and 2026 and represented diverse geographical contexts, including China, Australia, Canada, Italy, Ghana, Zimbabwe, Denmark, Turkey, and the United States. This distribution indicates that employee performance in public sector organizations has become a global research concern. The selected articles also demonstrated methodological diversity, including quantitative, qualitative, mixed-method approaches, grounded theory, content analysis, artificial intelligence-based system development, and decision-making approaches. The diversity of research contexts, theories, and methodologies indicates that employee performance is a complex organizational phenomenon that cannot be explained from a single perspective. Instead, understanding employee performance requires an integrated approach that considers individual capabilities, organizational systems, leadership mechanisms, technological developments, and public service environments ([Boselie et al., 2021](#); [Jakobsen et al., 2023](#)).

To understand the development trend of research on employee performance in public sector organizations, an analysis of publication growth was conducted based on the keyword search results obtained from the Scopus database. This analysis aims to illustrate the evolution of academic attention toward employee performance studies over time. The publication trend provides an overview of how research interest has developed, including periods of increasing scientific contributions and the growth of discussions related to employee performance in public sector contexts ([Xiao & Watson, 2019](#)).

As presented in Figure 2, research publications related to employee performance show a gradual increase over the years, with more significant growth occurring in recent periods. This trend indicates that employee performance has become an increasingly important research topic, particularly due to growing concerns regarding public service quality, organizational effectiveness, human resource management, and digital transformation within public sector organizations ([Mergel et al., 2019](#); [Vial, 2019](#)).

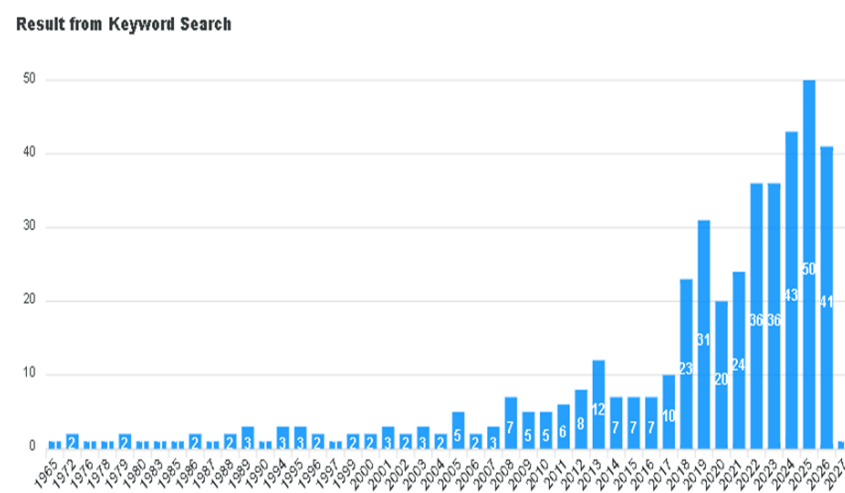


Figure 2. Publication trend of employee performance research based on scopus keyword search (1965–2025)

Figure 2 demonstrates the development of research publications related to employee performance based on the selected keywords. In the early periods, research activity on this topic was relatively limited, indicating that employee performance studies had not yet received extensive academic attention. However, the number of publications increased considerably after 2015, with a substantial rise during the 2018–2025 period. The highest publication growth occurred in recent years, reflecting increasing scholarly interest in understanding employee performance within public sector organizations.

The increasing publication trend suggests that employee performance has evolved into a multidisciplinary research area involving public administration, human resource management, organizational behavior, governance, and technology studies. This development is associated with changing expectations toward public sector organizations, which are required not only to achieve administrative efficiency but also to provide high-quality, innovative, and citizen-oriented services. Therefore, the growing number of publications indicates the importance of conducting a systematic synthesis to understand the dominant factors, theoretical perspectives, and future research directions in this field.

4.2 Development of Employee Performance Concepts and Influencing Factors

The synthesis results demonstrate that the concept of employee performance has experienced a significant transformation. Previous research initially emphasized employee performance as an individual outcome related to productivity, efficiency, and achievement of work targets. However, recent studies have expanded this perspective by viewing employee performance as a multidimensional construct influenced by organizational, technological, and social factors. The findings indicate that the most frequently identified factors influencing employee performance include leadership, organizational governance, human resource management practices, performance appraisal systems, organizational justice, service quality, innovation, digital transformation, and organizational collaboration ([Amalina, & Susilowati, 2022](#); [Guest, 2017](#)). These factors demonstrate that employee performance is not merely determined by employee competence but also by the organizational environment that enables employees to perform effectively.

This finding strengthens the argument that public sector employee performance should be understood through a systemic perspective. In public organizations, employees operate within institutional structures characterized by regulations, accountability requirements, and public expectations. Therefore, improving performance requires alignment between individual capability development and organizational mechanisms that support effective work practices.

4.3 Theoretical Development in Employee Performance Research

The synthesis shows that previous studies applied various theoretical perspectives to explain employee performance. The findings indicate that no single theory dominates research in this field, demonstrating that employee performance represents a multidisciplinary phenomenon. The theories identified include Service Ecosystem Theory, Governance Theory, Organizational Justice Theory, Social Exchange Theory, Employee Stewardship Theory, Distributed Leadership Theory, Transformative Service Research, and UTAUT-2. Service Ecosystem Theory provides an explanation that employee performance is shaped by interactions among different actors involved in public service delivery. This perspective expands the understanding of performance beyond individual output by emphasizing collaboration, communication, and service relationships. Meanwhile, Governance Theory highlights the importance of organizational accountability, coordination, and institutional effectiveness in supporting employee performance ([Pollitt & Bouckaert, 2017](#)).

Organizational Justice Theory and Social Exchange Theory explain the behavioral mechanisms underlying employee performance. Employees who perceive organizational processes as fair and receive adequate organizational support tend to demonstrate stronger commitment and engagement. This indicates that psychological and relational aspects within organizations represent important components of performance improvement ([Colquitt et al., 2013](#)). Furthermore, the emergence of technology-oriented theories such as UTAUT-2 reflects changes in the nature of public sector work. Digital transformation has created new performance requirements, where employees are expected not only to perform administrative tasks but also to possess technological adaptability and digital competence.

4.4 Methodological Trends in Employee Performance Studies

The analysis indicates that research on employee performance has employed diverse methodological approaches. Quantitative methods remain commonly used, particularly through surveys and statistical analysis such as Structural Equation Modeling (SEM), to examine relationships between organizational factors and employee performance. However, qualitative approaches involving interviews, focus group discussions, policy analysis, and grounded theory have also contributed to understanding organizational processes and employee experiences. Several studies have also introduced innovative methodological approaches, including artificial intelligence-based system development and Multi-Criteria Decision Making (MCDM) models ([Dwivedi, 2021](#)). These approaches demonstrate that employee performance research has expanded beyond traditional behavioral measurement toward technology-supported evaluation and decision-making systems. Nevertheless, the methodological diversity also reveals an important research gap. Most previous studies examine employee performance within specific organizational contexts and often apply cross-sectional designs. Consequently, opportunities remain for future research to develop longitudinal designs, mixed-method approaches, and integrated analytical models that capture the dynamic nature of employee performance.

4.5 Empirical Findings on Factors Influencing Employee Performance

The synthesis of empirical findings shows that employee performance is influenced by the interaction of multiple organizational factors. Leadership consistently appears as one of the strongest determinants because effective leaders provide direction, motivation, and organizational support that encourage employee effectiveness. Studies included in the review demonstrate that transformational and collaborative leadership approaches contribute to increased organizational commitment, job satisfaction, and innovative behavior. Human resource management practices also represent a critical determinant of employee performance. Effective training systems, employee development programs, and organizational support mechanisms enhance employee capabilities and strengthen commitment toward organizational objectives. Similarly, fair performance appraisal systems and organizational justice contribute to positive employee attitudes by increasing perceptions of fairness and trust ([Jufrizen & Kandhita, 2021](#)).

The findings also highlight the growing importance of digital transformation. Technology adoption and artificial intelligence implementation have become important mechanisms for improving public service efficiency. However, technological investment alone does not guarantee improved performance unless supported by employee readiness, digital competence, and organizational adaptation. Furthermore, service quality and organizational collaboration have emerged as important dimensions of public sector employee performance. Unlike private sector performance that is often measured through financial outcomes, public sector performance is increasingly evaluated through the ability to provide accessible, responsive, and citizen-oriented services.

4.6 Research Gaps and Future Research Directions

Although research on employee performance has developed substantially, several gaps remain. First, previous studies generally examine individual determinants separately, resulting in fragmented understanding of how multiple factors interact to influence performance. The current synthesis indicates that leadership, governance, human resource management, technology, innovation, and service quality should be considered as interconnected dimensions rather than isolated variables. Second, theoretical fragmentation remains a challenge. Various theories explain specific aspects of employee performance, but an integrated theoretical framework that combines organizational, behavioral, technological, and service perspectives remains limited. Future research should therefore develop comprehensive models that integrate these perspectives.

Third, methodological opportunities remain open. Future studies can utilize longitudinal approaches, mixed methods, comparative studies across countries, and technology-based analytical approaches to provide deeper explanations of employee performance development. Overall, this Systematic Literature Review demonstrates that employee performance in public sector organizations has evolved into a strategic and multidimensional research domain. The improvement of employee performance requires an integrated approach that combines individual capability, organizational support, effective leadership, technological readiness, and service-oriented organizational systems.

5. Conclusions

5.1 Conclusion

This study concludes that employee performance research in public sector organizations has developed from an individual productivity-oriented perspective into a multidimensional concept involving individual, organizational, technological, and service-related dimensions. Based on the Systematic Literature Review of 16 selected articles, employee performance is influenced by various interconnected factors, including leadership, organizational governance, human resource management practices, performance appraisal systems, organizational justice, service quality, innovation, digital transformation, and organizational collaboration. The findings indicate that no single theoretical perspective is sufficient to explain employee performance comprehensively. Previous studies have applied various theoretical approaches, including Service Ecosystem Theory, Governance Theory, Organizational Justice Theory, Social Exchange Theory, Distributed Leadership Theory, and technology acceptance perspectives. This theoretical diversity demonstrates that employee performance is a complex phenomenon requiring an integrated perspective that combines organizational behavior, public administration, human resource management, and technological development.

From a methodological perspective, previous research has employed diverse approaches, including quantitative, qualitative, mixed-method, system development, and decision-making approaches. However, existing studies remain fragmented because most research examines specific determinants separately rather than integrating multiple factors into a comprehensive framework. This study contributes by providing a systematic knowledge map of employee performance research development, identifying dominant factors, mapping theoretical and methodological trends, and highlighting research gaps that can guide future studies in public sector human resource management.

5.2 Research Limitations

This study has several limitations that should be considered when interpreting the findings. First, the literature synthesis was limited to articles that met the predetermined inclusion and exclusion criteria. Therefore, the findings depend on the characteristics and availability of selected publications and may not represent all existing studies on employee performance. Second, this study only utilized articles indexed in the Scopus database and published within the selected period. Although Scopus provides high-quality scientific publications, relevant studies from other databases or publication sources may provide additional perspectives that were not included in this review.

Third, this research relied on secondary data from previous studies and did not involve direct empirical observations or primary data collection from public sector organizations. Consequently, the findings represent synthesized knowledge patterns rather than direct measurements of employee performance in specific organizational contexts. Finally, differences in research contexts, theoretical frameworks, methodologies, and measurement approaches among reviewed articles create challenges in achieving complete comparability across studies. Nevertheless, these limitations do not reduce the contribution of this study because the main objective is to provide a systematic synthesis of research development and identify future research opportunities.

5.3 Suggestions and Directions for Future Research

Future research should develop a more integrative framework that combines individual, organizational, technological, and environmental factors influencing employee performance. Previous studies have generally examined leadership, governance, human resource practices, digital transformation, or service quality independently; therefore, future studies should investigate the interaction between these factors to provide a more comprehensive explanation of employee performance. Further research is also encouraged to explore the role of digital transformation and artificial intelligence in reshaping employee performance within public sector organizations. As technology becomes increasingly integrated into public services, future studies should examine how digital competence, technology readiness, and organizational support influence employee effectiveness.

From a methodological perspective, future researchers should consider longitudinal designs, comparative studies across different countries or public institutions, and mixed-method approaches to capture the dynamic development of employee performance. Such approaches can provide deeper insights into causal mechanisms and contextual differences affecting performance outcomes. Additionally, future Systematic Literature Reviews may expand database coverage, extend publication periods, and incorporate broader research contexts to obtain a more comprehensive understanding of employee performance development. These efforts are expected to strengthen theoretical development and provide practical guidance for public sector organizations in designing effective human resource management strategies.

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Author Contributions

MWS contributed to the conceptualization of the study, development of the research framework, formulation of research objectives, literature identification and screening process, data extraction, analysis, interpretation of findings, and preparation of the initial manuscript draft. MEP contributed to the validation of the research methodology, critical evaluation of the theoretical framework and findings, refinement of the manuscript structure, improvement of academic writing quality, and final review of the manuscript. Both authors contributed to the discussion and interpretation of results, reviewed and approved the final version of the manuscript, and agreed to be accountable for all aspects of the research.

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