

# Decoding Job Performance: A Systematic Review of Influencing Factors in the Workplace

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**Abstract.** This study aims to decode the complex array of factors influencing job performance in the workplace through a systematic review. With job performance being critical for organizational success and sustainability, identifying the individual, organizational, and environmental determinants that drive it has become a key area of focus in management and social sciences. Utilizing a Systematic Literature Review (SLR) methodology and adhering to the PRISMA guidelines, this study synthesizes recent insights from Scopus-indexed journals published between 2019 and 2024. The review focuses on core factors, including emotional intelligence, intrinsic motivation, leadership style, organizational culture, and job design, which consistently emerge as significant influences on job performance. Findings indicate that job performance is shaped by a combination of personal attributes, such as self-efficacy and resilience, and organizational factors, including role clarity and leadership support. The study highlights these critical determinants and offers a structured perspective to inform human resource management and organizational development strategies. By addressing gaps and trends in job performance research, this paper contributes valuable insights for practitioners and researchers seeking evidence-based approaches to enhance workforce productivity and engagement.

**Keywords:** Job performance, systematic literature review, PRISMA, organizational behavior, human resource management

## 1 Introduction

In today's competitive and rapidly evolving work environment, understanding the determinants of job performance is critical for organizational success. Job performance, a multifaceted concept, encompasses various behaviors and outcomes that contribute to achieving an organization's goals and objectives [1]. As businesses face unprecedented challenges, from technological disruption to shifting labor dynamics, optimizing job performance has become a strategic priority for leaders and managers across industries. High levels of job performance are essential not only for achieving organizational targets but also for fostering a productive work culture, enhancing employee satisfaction, and reducing turnover rates [2]. However, job performance is influenced by a complex interplay of individual, organizational, and environmental factors, making it challenging to isolate and understand the elements that contribute most effectively to this outcome.

Despite a substantial body of research on job performance, there remains a need for an integrative understanding of the key factors that drive it. Many studies have explored individual-level factors, such as emotional intelligence, personality traits, and intrinsic motivation [3].

Other research has examined broader organizational variables, including leadership style, work culture, and job design [4], [5]. Additionally, contextual factors, such as the work environment and organizational support, play essential roles in influencing job performance [6]. However, given the wide range of variables examined across different studies, it is challenging to achieve a consolidated view of the main influences on job performance. This diversity of research findings necessitates a systematic synthesis to identify common themes, gaps, and emerging trends in job performance literature.

This paper, titled “Decoding Job Performance: A Systematic Review of Influencing Factors in the Workplace,” addresses this gap by employing a Systematic Literature Review (SLR) to assess, synthesize, and categorize the factors influencing job performance. Using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines [7], we provide a structured and transparent review process that allows for a comprehensive and unbiased analysis of existing studies. The PRISMA methodology ensures that this systematic review is rigorous and replicable, enhancing the reliability of the findings. By organizing and analyzing recent literature, we aim to establish a clearer understanding of the critical factors that influence job performance, offering valuable insights to both academics and practitioners in the field.

Our literature review focuses on Scopus-indexed journals from 2019 to 2024 to capture recent developments and contemporary insights into job performance research. Limiting our review to recent studies allows us to understand the current priorities and trends in job performance research, highlighting factors that are relevant in today’s workplace. Existing studies from this period reveal a wide range of influencing factors, from psychological and motivational aspects at the individual level to organizational dynamics and leadership characteristics [4], [8]. The decision to focus on recent literature ensures that our analysis is relevant to current organizational contexts and aligns with ongoing trends in business management and human resource practices.

In examining these studies, we have identified several recurring factors that appear to play a significant role in shaping job performance. Key individual-level factors include emotional intelligence, self-efficacy, and job satisfaction, all of which have been associated with higher levels of productivity, motivation, and resilience in employees [3]. For example, individuals with high emotional intelligence are often better equipped to handle workplace stress, engage in effective communication, and adapt to organizational changes [8]. These personal attributes contribute to enhanced job performance, especially in demanding work environments. However, while individual factors are essential, their impact is often mediated by organizational and contextual variables that shape the work experience.

Organizational factors, such as leadership style, organizational culture, and job design, have been shown to significantly impact employee job performance. Studies indicate that transformational and supportive leadership styles foster an environment conducive to high performance by promoting autonomy, engagement, and collaboration among employees [4], [5]. Additionally, an inclusive and innovative organizational culture can encourage employees to perform at their best by offering a sense of belonging and purpose [6]. Factors such as job design and role clarity also contribute to job performance by ensuring that employees understand their responsibilities and have access to the necessary resources to accomplish their tasks effectively.

Environmental factors, including the broader work environment and organizational support systems, further influence job performance. A supportive work environment that includes clear communication channels, access to training and development, and a positive work-life balance has been associated with increased job satisfaction and productivity [2].

Moreover, organizations that invest in continuous learning and development create an atmosphere that encourages skill enhancement and career growth, ultimately benefiting overall performance. However, environmental factors can also pose challenges; for instance, high job demands and lack of work-life balance can lead to stress and burnout, which negatively impact job performance [6].

This paper aims to answer the following research questions: **What are the primary factors influencing job performance?** By conducting a systematic literature review, we will decode the complex array of factors influencing job performance and provide a structured perspective that can inform evidence-based practices in human resource management, organizational development, and leadership strategies. The insights from this study are intended to help organizations enhance employee performance by focusing on the most impactful determinants and understanding how different factors interact in various contexts.

In conclusion, this systematic review contributes to the existing body of knowledge by providing a comprehensive overview of the factors influencing job performance. The findings from this study can inform management practices and policy decisions by highlighting the elements most critical to optimizing job performance. This paper ultimately aims to bridge the gap between academic research and practical applications, offering recommendations that align with the needs of today's dynamic workplace.

## 2 Literature Review

### Systematic Literature Review (SLR)

The Systematic Literature Review (SLR) has become a popular research method across disciplines, offering a structured and rigorous approach to reviewing existing studies. Unlike traditional literature reviews, which may lack standardized procedures, the SLR employs a comprehensive and transparent process for identifying, selecting, and analyzing relevant research. This method follows specific guidelines, such as the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, to ensure replicability and minimize bias [7]. In recent years, SLR has been increasingly adopted in social sciences and business management to organize diverse findings, identify gaps, and provide robust evidence on particular topics [9], [10]. This study applies the SLR method to decode the factors influencing job performance, allowing for a comprehensive synthesis of recent insights on the topic.

An SLR typically follows a well-defined search strategy that involves selecting specific databases, keywords, inclusion, and exclusion criteria to ensure relevant and high-quality studies are included. This review focuses on Scopus-indexed journals published between 2019 and 2024, thereby capturing recent research on job performance and its determinants. To improve the relevance and accuracy of the review, the search strategy also includes key terms such as “job performance,” “influencing factors,” and “workplace” [11]. Studies on job performance reveal various influences, from intrinsic motivation and emotional intelligence to organizational culture and environmental support systems. Using PRISMA guidelines ensures a systematic, unbiased approach to selecting and synthesizing the studies, which is critical in identifying consistent findings and synthesizing recent trends in job performance research [12].

Recent studies highlight the advantages of SLR in consolidating knowledge in complex, multi-variable domains like job performance. For example, [13] emphasize that SLR enables researchers to make evidence-based conclusions by systematically categorizing findings and trends across multiple studies. In the context of job performance, the SLR approach allows for

a focused examination of key factors, such as leadership style, emotional intelligence, and job design, that consistently appear across the literature. This method not only provides insights into the primary determinants of job performance but also identifies potential interactions between variables that might influence performance outcomes in different contexts. As such, the systematic approach enhances the credibility of findings, making the review a valuable resource for researchers and practitioners aiming to implement effective strategies for improving job performance.

### **Job Performance**

Job performance, a central concept in social and management research, refers to the extent to which individuals accomplish their work-related tasks and contribute to organizational goals [14]. In the social and management context, job performance is not only a measure of individual success but also a significant predictor of organizational effectiveness and sustainability [15]. Research in recent years has increasingly focused on understanding the diverse factors that influence job performance, recognizing that it is shaped by a complex mix of personal attributes, job characteristics, and organizational environment [16]. This multidimensional view underscores the importance of addressing both internal and external influences on performance to enhance individual and organizational outcomes.

At the individual level, job performance is strongly influenced by personal factors such as motivation, emotional intelligence, and psychological resilience [17]. Emotional intelligence, in particular, has been found to enhance employees' ability to manage stress and navigate interpersonal challenges in the workplace, contributing to higher levels of performance [16]. Additionally, intrinsic motivation – driven by personal interest and satisfaction – has been shown to significantly improve job performance, particularly in roles requiring creativity and autonomy [3]. These individual attributes are critical in contexts where social interactions and adaptive skills are essential, making them valuable for social and management research focused on high-performance outcomes.

Organizational factors, including leadership style, organizational culture, and job design, also play a pivotal role in influencing job performance. Transformational leadership, which emphasizes empowerment, vision, and support, has been shown to positively impact employees' engagement and performance [4]. A supportive and inclusive organizational culture further enhances job performance by creating a conducive work environment where employees feel valued and motivated [5]. Moreover, role clarity and well-designed job structures allow employees to understand their responsibilities and execute tasks effectively, contributing to improved performance outcomes [6]. These findings underscore the significance of organizational support in fostering job performance, particularly in management and social contexts where collaborative efforts are vital for success.

## **3 Methodology**

In this study, we utilized a systematic review approach to identify and evaluate the factors and quantitative metrics of safety performance across multiple industries. This review was conducted in accordance with the guidelines set by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) [18], [19], [20]. The process was organized into multiple essential steps to guarantee a thorough and meticulous analysis. To find out the flow of article selection in this research, a PRISMA flow diagram was created which is presented in Figure 1 below.

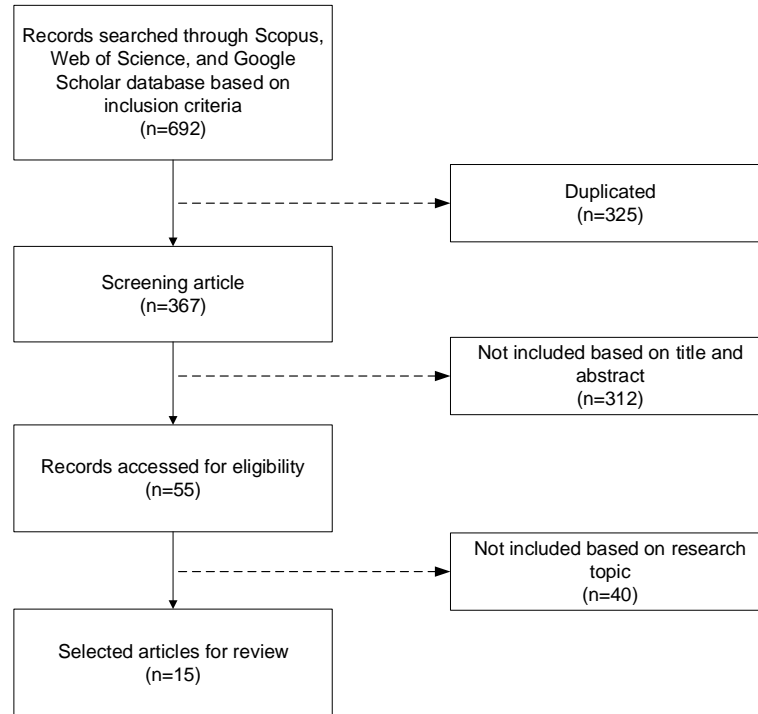


Figure 1. PRISMA Flowchart

### Search Process

The literature search commenced by identifying fundamental concepts and terms pertinent to the research question. These concepts were drawn from an initial scoping review and consultations with subject experts. Core search terms consisted of combinations like "job performance," "job satisfaction," "performance," and "work engagement." Boolean operators (AND, OR) were applied to strategically combine these terms, broadening the scope and depth of the search.

### Database Selection

To ensure the coverage of a wide range of disciplines and high-quality sources, several academic databases were chosen. These included Scopus, Web of Science, IEEE Xplore, and the ACM Digital Library, which are known for their extensive collections of peer-reviewed articles in technology and management fields. Additionally, Google Scholar was used to capture grey literature and recent studies that may not yet be indexed in other databases.

### Inclusion and Exclusion Criteria

This study involved a manual article review process in three stages, including title, abstract, and full-text review [21]. Specific inclusion and exclusion criteria were established to ensure the relevance and quality of the sources used. The search was limited to articles published between 2019 and 2024 to capture the most current research in the field. Inclusion criteria were established to filter the studies effectively:

1. Articles published in a journal or proceeding (not book, book chapter, review, or conference review).

2. Articles that include behavioral intention to use in the title, abstract, or full text
3. Published in English: To maintain consistency and because of the widespread use of English in scholarly publications.
4. Focus on business management, accounting, or related fields: Ensuring relevance to the research question.
5. Empirical studies employing quantitative, qualitative, or mixed methods: To include a variety of methodological approaches.

Exclusion criteria included conference papers, book chapters, and articles not directly related to the research topic. Studies with inadequate methodological rigor or those not accessible in full-text were also excluded.

### **Screening and Selection**

The initial search produced a substantial number of studies, which were filtered through a two-step screening process. First, titles and abstracts were reviewed to determine their relevance. Articles that appeared to satisfy the inclusion criteria proceeded to a full-text review. In this stage, studies were evaluated based on methodological quality and alignment with the research question. Only studies meeting all criteria were included in the final synthesis.

### **Data Extraction and Analysis**

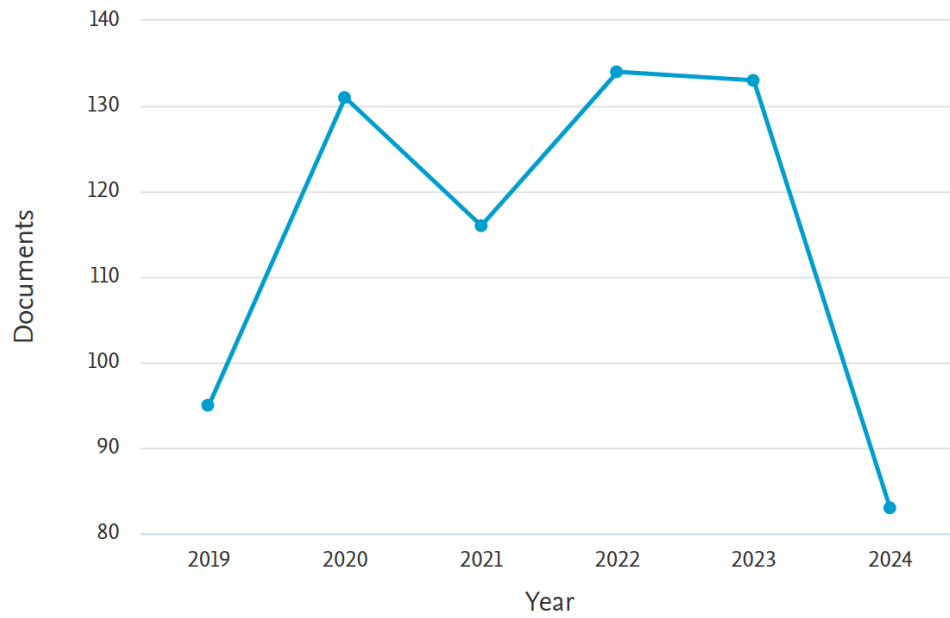
Data extraction targeted key elements, such as research objectives, methodologies, findings, and theoretical contributions, which were systematically documented in a data extraction form. The collected data were then synthesized narratively, allowing for the identification of recurring patterns, themes, and gaps within the literature. To ensure thoroughness, backward and forward citation tracking was utilized. This process involved reviewing references of selected studies (backward citation) and identifying more recent studies that referenced them (forward citation).

## **4 Results**

### **Distribution of Publications by Year and Country**

In terms of publications by year, Figure 2 is used to illustrate the trend of article publications from 2019 to 2024. Overall, the number of studies on job performance in management field has varied but generally shows an increasing trend. There has been a notable and swift rise with variations in customer loyalty research from 2019 to 2024. This suggests an increasing interest among scholars in investigating the area of customer loyalty. Notably, the year 2022 saw the highest number of articles published, with 134 publications. This was followed by 2023 and 2020, which had 133 and 131 publications, respectively.

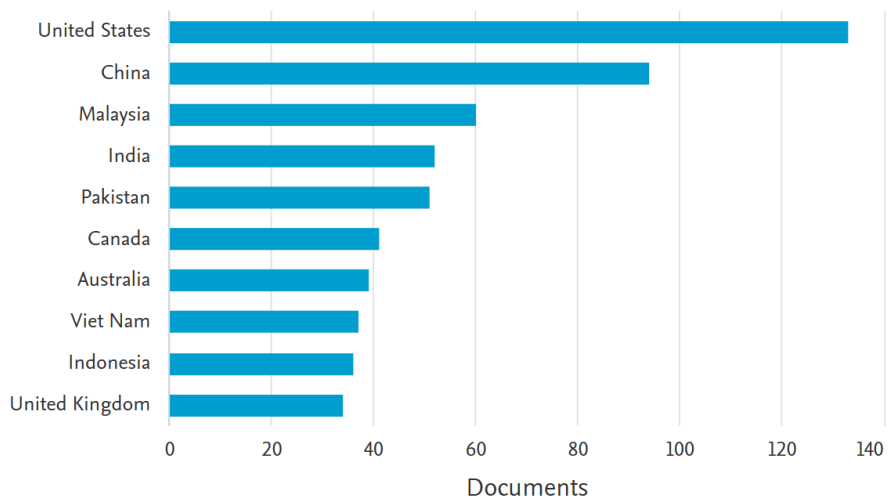
### Documents by year



**Figure 2. Publication by Year**

### Documents by country or territory

Compare the document counts for up to 15 countries/territories.



**Figure 3. Publication by Country**

Articles are sorted by their regional focus, with this information displayed in Figure 3. Most research occurs in developed countries. The distribution of these articles is spread across various regions, such as the United States with 133 articles, China with 94 articles, Malaysia with 60 articles, India with 52 articles. Indonesia ranks 9th with 36 articles published. This frequency distribution indicates that research on job performance in management field is spread across both developed and developing countries.

The SCOPUS database search using the keywords ('Job Performance') produced 692 papers published between 2014 and 2024 in English. These papers underwent examination and selection based on IC2 and IC3 criteria, focusing on titles, abstracts, and keywords, resulting in 55 articles remaining. Ultimately, 15 articles were left for further analysis after this procedure. Table 1 presents list of selected articles.

### Factors Affectioning Job Performance

**Table 1.** List of Selected Articles

Authors	Title	Year	Journal	Findings
[22]	Moderating Effect of Situational Factors on Core Self-Evaluation and Performance Relationship	2019	Global Business Review	The results revealed that the CSE–performance relationship was moderated by situational factors
[23]	The effect of emotional intelligence on job performance among educators in Malaysia	2019	International Journal of Recent Technology and Engineering	There's significant effects of emotional intelligence towards job performance among primary school's educators in Malaysia
[24]	Spirituality at Work and Job Performance: An Empirical Assessment of the Serial Mediation Modelling of Attitudinal Outcomes	2022	Purushartha	This research studied the inter-relationship between spirituality at work, attitudinal outcomes, job satisfaction, organisational commitment, job involvement, and a behavioural outcome-job performance.
[25]	Is job insecurity always bad? The moderating role of job embeddedness in the relationship between job insecurity and job performance	2022	Journal of Management and Organization	the results indicated that affective commitment mediated the interaction effect
[26]	The Influence of Knowledge Worker Salary Satisfaction on	2023	Journal of Organizational and End User Computing	the relationship between their salary satisfaction and job performance is significant. The experimental results show that the recognition accuracy of the model



	Employee Job Performance			is much higher than that of the traditional model.
[27]	Effect of stress on online food delivery executives in job performance	2019	International Journal of Recent Technology and Engineering	The present study was to evaluate the pros and cons of job stress, impact of coping mechanism and job performance of executives in selected online food delivery services
[28]	Antecedents of Job Performance of Tourism Graduates: Evidence from State University-Graduated Employees in Sri Lanka	2019	Journal of Tourism and Services	The study showed a positive moderate impact from tourism education on the job performance.
[29]	Preferences for Performance versus Potential in Promotion Recommendations	2020	Canadian Journal of Administrative Sciences	We show that respondents generally had a preference for performance versus potential when making their recommendations, and HR professionals versus managers accorded greater weight to potential.
[30]	Psychological capital, organizational commitment and job performance: A case in Vietnam	2020	Journal of Asian Finance, Economics and Business	The findings show that psychological capital and job performance have a positive relationship, organizational commitment has positive influence on job performance, and psychological capital is also related to organizational commitment
[31]	Impeded Opportunities: The Content and Consequences of Structures Constraining Supervisors' Communication With Older Workers	2019	Management Communication Quarterly	The results reveal a set of constraining structures that obstruct supervisors' conversations with older workers and consequently hinder employability outcomes
[32]	THE INTERPLAY AMONG WORK OVERLOAD AND TIME MANAGEMENT IN PREDICTING JOB PERFORMANCE AND WORK-LIFE BALANCE	2021	Dynamic Relationships Management Journal	These findings suggest that it is important for both individuals and organizations to pay more attention to time management because it can improve work-life balance and work performance

[33]	Effect of CSR participation on employee sense of purpose and experienced meaningfulness: A self-determination theory perspective	2021	Journal of Hospitality and Tourism Management	The results further reveal that sense of purpose positively affects employees' job performance whereas the effect of employees' experienced meaningfulness on their job performance was found to be non significant.
[34]	The Impact of Supervisor-Subordinate Incongruence in Power Distance Orientation on Subordinate Job Strain and Subsequent Job Performance	2022	Journal of Business and Psychology	Results reveal that the alignment of subordinates' cultural values with those of their supervisors may mitigate negative experiences and facilitate more positive work outcomes
[35]	Relationships among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry	2020	Journal of Quality Assurance in Hospitality and Tourism	Our results from multiple regression analysis revealed that emotional and material rewards and their dimensions are of importance in the formation of affective commitment, job performance, and turnover intention.
[36]	Effect of workplace spirituality on perceived organizational support and job performance among university administrative employees	2021	Contemporary Management Research	Results show that composite workplace spirituality correlates positively and significantly with perceived organizational support and job performance.

## 5 Discussion

Based on the result, it can be found that factors affecting job performance are job satisfaction, organizational commitment, and workplace spirituality. This section delves into how job satisfaction, organizational commitment, and workplace spirituality each contribute to enhancing job performance. These variables are interconnected, creating a work environment that supports employees' emotional, psychological, and ethical needs, which, in turn, promotes optimal performance.

### **Job Satisfaction**

Job satisfaction refers to the positive emotional state resulting from an individual's perception of their job as fulfilling, enjoyable, and in alignment with their personal values. When employees are satisfied, they are more likely to exhibit higher engagement, motivation, and focus on their tasks, leading to improved performance outcomes. Research consistently shows that job satisfaction is directly linked to productivity, as employees who feel content with their roles are more inclined to perform beyond their formal responsibilities. Satisfied employees are also less likely to experience burnout, reducing absenteeism and increasing job performance stability over time.

The impact of job satisfaction on performance is especially prominent in roles requiring sustained interaction and engagement, as satisfied employees approach tasks with a positive attitude, fostering better collaboration and communication with colleagues. Additionally, job satisfaction positively influences employees' problem-solving abilities and resilience, allowing them to navigate challenges effectively and maintain high performance levels.

### **Organizational Commitment**

Organizational commitment represents the emotional attachment and sense of loyalty employees feel toward their organization. When employees are committed, they align their goals with those of the organization and are willing to invest their time and energy in achieving shared objectives. This alignment not only strengthens individual job performance but also fosters a cohesive organizational culture where employees support one another.

Employees with strong organizational commitment tend to stay with the organization longer, reducing turnover rates and ensuring a consistent workforce. This stability allows employees to develop expertise in their roles, which enhances job performance through accumulated knowledge and experience. Moreover, organizational commitment contributes to a sense of accountability, as committed employees are likely to hold themselves to higher standards, thus actively striving to achieve better outcomes in their roles. Such a culture of accountability and loyalty improves both individual and team performance, benefiting the organization as a whole.

### **Workplace Spirituality**

Workplace spirituality refers to the sense of meaning, purpose, and connectedness that employees experience within their work environment. It often includes a focus on ethical values, personal growth, and the opportunity to align one's work with one's personal beliefs and values. Workplace spirituality encourages employees to engage fully in their work, not only as a means of income but as an opportunity to fulfill a deeper purpose.

The presence of workplace spirituality positively impacts job performance by fostering a supportive environment where employees feel valued and motivated to contribute their best efforts. When employees feel their work has purpose and aligns with their personal values, they are more likely to experience intrinsic motivation, leading to higher productivity and engagement. Furthermore, a spiritually nurturing workplace can reduce stress and improve emotional well-being, allowing employees to approach their work with greater resilience and focus. This sense of fulfillment and connection ultimately drives performance, as employees who find purpose in their work are more willing to contribute meaningfully to organizational goals.

## 6 Conclusion

In conclusion, a total of 15 studies were selected and identified for the analysis of job performance. Job satisfaction, organizational commitment, and workplace spirituality collectively enhance job performance by addressing various aspects of employees' experiences in the workplace. Job satisfaction fulfills the need for a rewarding and enjoyable work environment, organizational commitment fosters loyalty and a sense of responsibility, and workplace spirituality adds a layer of meaning and purpose. Together, these factors create a holistic environment that nurtures employees' well-being, resulting in sustained motivation, productivity, and job performance.

Organizations seeking to improve job performance should focus on initiatives that enhance job satisfaction, strengthen organizational commitment, and promote workplace spirituality. Future research can explore the specific mechanisms through which these factors interact, providing organizations with strategies to optimize these influences across diverse work environments.

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