

Internal Company Factors as Determinants of Employee Performance on Sustainability Performance: A Systematic Literature Review

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Abstract. This study aims to identify and analyze the influence of employee performance and internal factors of the company on the company's sustainable performance. In the context of modern business, sustainable performance encompasses environmental, social, and economic dimensions, which are increasingly important in achieving long-term competitive advantage. Using the Systematic Literature Review (SLR) method, this study screens and analyzes related articles from 2020 to 2024. The main findings show that internal factors such as Green Human Resources Management (GHRM), Corporate Social Responsibility (CSR), employee welfare, and psychological capital have a significant role in influencing employee performance. In addition, this study also highlights gaps in the literature related to the implementation of GHRM and internal CSR, especially in the context of sustainability and innovation. The study contributes to a deeper understanding of the relationship between employee performance, internal company factors, and sustainable performance, and provides recommendations for future research on the implementation of green policies and employee well-being strategies.

Keywords: Employee Performance, Sustainable Corporate Performance, Green Human Resources Management (GHRM), Corporate Social Responsibility (CSR), Internal Company Factors

1. Introduction

In the midst of increasingly complex market dynamics, companies are required to not only focus on profitability, but also consider sustainability in environmental, social, and economic aspects. One of the keys to achieving sustainable performance is high-performance human resources (HR) [1, 2]. Employee performance plays an important role in determining an organization's success in achieving strategic goals, increasing innovation, and maintaining competitive advantage [3]. However, achieving optimal performance does not only depend on individual capacity, but is also influenced by various internal factors of the company. Internal factors such as leadership, organizational culture, innovation policies, and human resource (HR) management practices have been identified as significant determinants of employee performance [4, 5]. For example, transformational leadership can motivate employees to work above expectations, while an organizational culture that supports innovation encourages creativity and operational efficiency. In addition, the practices of Green Human Resource Management (GHRM) [6, 7, 8] and corporate social responsibility (CSR) [9, 10, 11] are also starting to gain attention, as they play a role in increasing employee engagement and satisfaction.

As the focus on sustainability increases, the relationship between employee performance and the company's sustainable performance is increasingly relevant to research [12]. High-performing employees not only increase productivity, but also contribute to environmental and

social initiatives that align with sustainability principles [13, 14]. Therefore, it is important for companies to understand how internal factors affect employee performance and how this performance in turn contributes to sustainable performance.

Previous research has highlighted the relationship between individual factors such as leadership style on employee performance [15, 16, 17, 18], but there are still limitations in understanding the complex mechanisms that link other internal factors of the company to employee performance. This is where the role of systematic studies is needed to provide a comprehensive mapping of the interaction between internal company factors, employee performance, and sustainable performance. There is still a gap in the literature that comprehensively explains how these internal factors interact with each other and how they affect employee performance in supporting the company's sustainability. With the development of the concept of sustainable business, a deeper understanding of the role of employee performance in bridging internal factors and sustainable performance is becoming increasingly important.

Based on this background, this study aims to conduct a systematic literature review of existing studies related to employee performance and internal factors of the company as a determinant of sustainable performance. This study is expected to provide new insights for practitioners and academics on how companies can design effective internal strategies to achieve superior and sustainable employee and corporate performance.

To address the gaps in understanding how internal company factors influence employee performance and contribute to sustainable corporate performance, this systematic review will be guided by the following research questions:

RQ1: What are the key internal company factors that determine employee performance as identified in existing literature?

RQ2: What gaps that exist from internal factors in employee performance and what areas require further investigation?

2. Methodology

This study uses the systematic review method to identify, analyze, and synthesize research related to internal company factors, employee performance, and their contribution to sustainable performance. This method follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure transparency and allow replication of the research process. This review presents a comprehensive understanding of various current academic contributions using repeatable methods [19]. Easterby-Smith and colleagues identified two main processes in systematic review [20]. First, formulate a review protocol and determine the relevance of the research in a particular field. Second, identifying key findings to fill existing knowledge gaps. To ensure adequate coverage, methods such as PRISMA flowcharts are used in the selection process of relevant articles [21]. PRISMA facilitates the process of identifying and selecting quality articles through four stages: identification, screening, feasibility assessment, and inclusion [22].

This literature review was conducted in two phases. The first phase uses the PRISMA method to generate a flowchart that helps identify and select relevant articles for analysis. The second phase involves an in-depth analysis of selected articles.

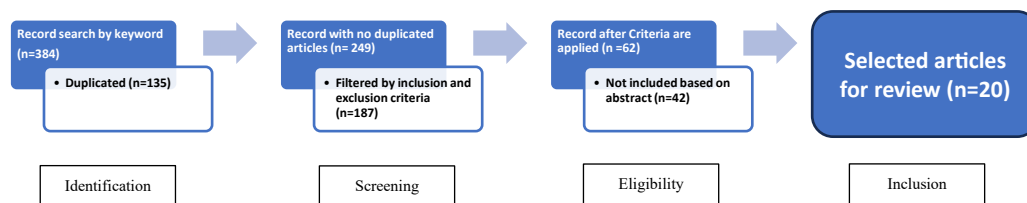


Figure 1. Flowchart describe research methodology using PRISMA

The selection process for articles in this study consists of several stages that are systematic according to PRISMA guidelines to ensure that only relevant and high-quality literature is analyzed. Here is an explanation of each stage:

Identification

The first stage is identification, where the search for articles is carried out on academic databases such as Scopus and Web of Science. Keywords include terms such as "Employee Performance," "Internal Factors," and "Sustainable Performance," as well as other combinations. This search is also filtered for peer-reviewed articles published in the last 5 years, namely 2020-2024. At this stage, articles that are double-detected will be deleted to avoid redundancy in the analysis.

Screening

The successfully identified articles were then filtered by title and abstract to ensure initial relevance to the focus of the research, i.e. the relationship between internal company factors, employee performance, and corporate sustainability. Irrelevant articles, such as those that discuss topics outside of this scope, will be eliminated. In addition, publications that are not scientific articles – such as books, editorials, or opinions – are also excluded from the selection to maintain the quality and focus of the data.

Eligibility

At this stage, a fully accessible text check is carried out on articles that pass the screening. Each article is evaluated to ensure that the content really addresses the relationship between internal factors, employee performance, and sustainable corporate performance. In addition, the article must meet all inclusion criteria, namely be published in a peer-reviewed scientific journal, be in the last 5 years of 2020-2024, and be written in English. Articles that do not provide sufficient information or are not in accordance with the focus of the research will be issued at this stage.

Inclusion

Articles that pass all stages of selection will be included in data analysis and synthesis. This entire selection process will be documented using the PRISMA Flowchart, which depicts the number of articles found at the initial stage, removed due to duplication, eliminated during screening, and finally used in the analysis. This diagram ensures that the selection process is transparent and can be followed by other readers or researchers. Through this selection stage, this research will use only relevant, up-to-date, and high-quality articles, so that it can provide a comprehensive synthesis regarding the relationship between internal company factors,

employee performance, and sustainability. Thus, the results obtained will be credible and make a significant contribution to the development of literature in this field.

3. Result

A. Content Mapping

The results of the analysis will be mapped using content mapping to describe the relationship between the variables found in the literature. This mapping process will show how elements such as leadership style, organizational culture, as well as HR policies impact employee performance and how those performance ultimately affects the company's sustainability. Visualization of these relationships between variables not only helps to identify relationships, but also provides insight into the mechanisms or processes underlying their influence.

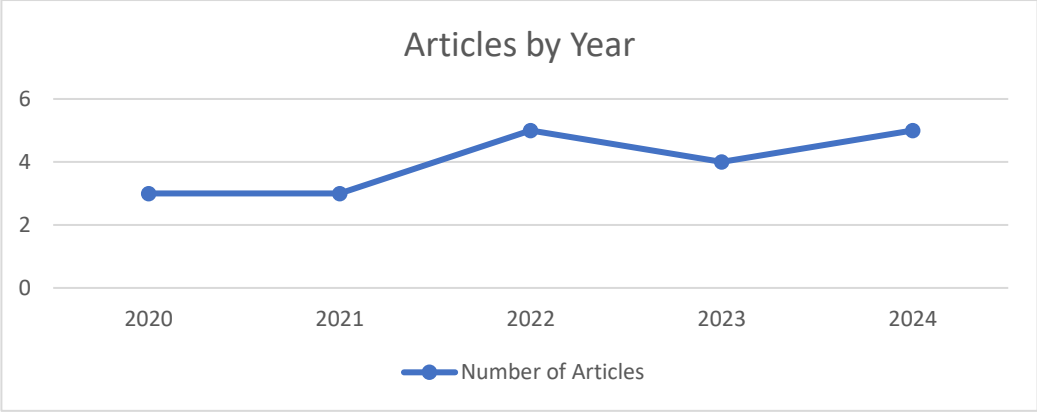


Figure 2. Research Trends on Employee Performance from 2020 to 2024

B. Thematic Analysis

Thematic analysis is carried out by identifying the main themes that appear in the literature related to internal company factors and their influence on employee performance and sustainable performance. Each article will be analyzed to find recurring patterns, such as leadership roles, organizational culture, innovation, and HR policies, that have proven significant in supporting employee productivity and engagement. Using this approach, research can group various variables and look at key themes that are relevant to the company's performance and sustainability.

Table 1. Summary Table of Articles on Determinants of Employee Performance

No	Name	Year	Key Determinant
1	Ali <i>et al.</i> [6]	(2024)	<ul style="list-style-type: none">Green Human Resources Management (GHRM)Green Supply Chain Management (GSCM)

No	Name	Year	Key Determinant
2	Indhuja & Chandran [23]	(2024)	<ul style="list-style-type: none"> • Internal Corporate Social Responsibility (ICSR) • Work Commitment (WC) • Labour Practices (LP) • Diversity and Inclusion Initiatives (D&I) • Recognition and Rewards Programs (RRP) • Health and Wellness Programs (HWP)
3	Silva & Costa [9]	(2024)	<ul style="list-style-type: none"> • Corporate Social Responsibility (CSR) • Task Performance (TP) • Adaptive Performance (AP) • Work Engagement (WE) • Psychological Capital (PC)
4	Sumitra <i>et al.</i> [7]	(2024)	<ul style="list-style-type: none"> • Green Human Resources Management (GHRM) • Organizational Identification (OI) • Tri Hita Karana (THK) as Moderating Variable
5	Zahrani [24]	(2024)	<ul style="list-style-type: none"> • Green Human Resource Management (GHRM) • Green Innovation (GI) • Organizational Environmental Performance (OEP)
6	Abdurachman <i>et al.</i> [10]	(2023)	<ul style="list-style-type: none"> • Corporate Social Responsibility (CSR) • Job Satisfaction (JS) • Work Engagement (WE)
7	Alnehabi & Al-Mekhlafi [11]	(2023)	<ul style="list-style-type: none"> • Corporate Social Responsibility (CSR) • Organizational Identification (OI) • Organizational Commitment (OC)
8	Hadi <i>et al.</i> [8]	(2023)	<ul style="list-style-type: none"> • Green Human Resources Management (GHRM) • Environmental Performance (EP) • Green Work Climate Perception (EGWCP)
9	Jain <i>et al.</i> [25]	(2023)	<ul style="list-style-type: none"> • Green Human Resources Management (GHRM) • Employee Well-Being (EWB) • Environmental Sustainability (ES) • Organizational Sustainability (OS)
10	Jalili <i>et al.</i> [26]	(2022)	<ul style="list-style-type: none"> • Strategic Orientation (SO) • Green Supply Chain Management (GSCM) • Organizational Performance (OP)
11	Krishna <i>et al.</i> [27]	(2022)	<ul style="list-style-type: none"> • Green Human Resource Management (GHRM) • Psychological Distress (PD) • Green Psychological Environment (GPE) • Harmonious Sustainable Environmental Passion (HSEP) • Green Behaviour & Practices Voluntary at Workplace (GBPVW) • Green Imagination & Creativity (GIC)
12	Ramdhan <i>et al.</i> [28]	(2022)	<ul style="list-style-type: none"> • Internal Corporate Social Responsibility (Internal CSR) • Work Engagement (WE)

No	Name	Year	Key Determinant
			<ul style="list-style-type: none"> • <i>Burnout (BO)</i>
13	Syaifuddin <i>et al.</i> [29]	(2022)	<ul style="list-style-type: none"> • <i>Job Enrichment (JE)</i> • <i>Corporate Social Responsibility (CSR)</i> • <i>Life Satisfaction (LS)</i>
14	Xiao <i>et al.</i> [30]	(2022)	<ul style="list-style-type: none"> • <i>Green Human Resource Management (GHRM)</i> • <i>Employee Eco-Friendly Behavior (EEB)</i> • <i>Consumer Buying Behavior (CBB)</i> • <i>Diffidence (D)</i>
15	Amjad [31]	(2021)	<ul style="list-style-type: none"> • <i>Green Human Resource Management (GHRM)</i>
16	Riniwiyanti <i>et al.</i> [32]	(2021)	<ul style="list-style-type: none"> • <i>Economic Responsibility</i> • <i>Legal Responsibility</i> • <i>Ethical Responsibility</i> • <i>Philanthropic Responsibility</i>
17	Tarigan <i>et al.</i> [33]	(2021)	<ul style="list-style-type: none"> • <i>Corporate Social Responsibility (CSR)</i> • <i>Job Pursuit Intention (JPI)</i> • <i>Quality of Work Life (QWL)</i>
18	Ali <i>et al.</i> [34]	(2020)	<ul style="list-style-type: none"> • <i>Corporate Social Responsibility (CSR)</i> • <i>Employee Engagement (EE)</i>
19	Sutia <i>et al.</i> [35]	(2020)	<ul style="list-style-type: none"> • <i>Supply Chain Performance (SCP)</i> • <i>Employee Motivation (EM)</i>
20	Wongleedee [36]	(2020)	<ul style="list-style-type: none"> • <i>Green Human Resource Management (GHRM)</i> • <i>Green Supply Chain Management (GSCM)</i>

C. Discussion

This study aims to identify and group the internal factors of the company that affect employee performance based on a literature review of 20 relevant articles. From the analysis carried out, various internal factors were successfully identified and grouped into several main themes that have a significant influence on employee performance. This grouping in determinant factors can help answer *RQ1* *What are the key internal company factors that determine employee performance as identified in existing literature?*

1) Green Practices and Sustainability

Green practices in companies, such as Green Human Resources Management (GHRM) and Green Supply Chain Management (GSCM), are one of the main factors that affect employee performance [6,7 25, 27, 30]. GHRM involves the implementation of environmentally friendly policies in human resource management, such as recruitment, training, performance evaluation, and compensation that support environmental sustainability. Employees who engage in companies with GHRM policies tend to be more motivated because they feel they are contributing to a larger environmental goal [8, 27, 36]. GSCM, which involves supply chain management that pays attention to environmental impact, also contributes to the creation of a culture of sustainability that motivates employees to work more productively and innovate in achieving the company's environmental goals[6, 26, 36].

In addition, the perception of the work climate also has an impact on employee performance. Employees who work in environments that support environmentally friendly practices tend to exhibit pro-environmental behaviors, such as energy conservation or waste reduction, which can improve operational efficiency and task performance. Green innovation and organizational environmental performance also encourage employees to be more creative and adaptive in their work, which has a direct impact on performance improvement.

2) Corporate Social Responsibility

Corporate Social Responsibility (CSR), both external and internal, is an important factor in improving employee performance [11, 23, 33]. The CSR carried out by the company includes economic, legal, ethical, and philanthropic responsibilities, which can improve the company's image and strengthen relationships with employees. Employees who feel they work for socially responsible companies tend to have a higher commitment to the company and feel more satisfied with their jobs [10]. This is reflected in their increased motivation and involvement in their daily work.

Internal CSR can also directly affect employee welfare. Social responsibility programs that include employee well-being [25], such as occupational health and safety programs, create a safe and supportive work environment, so that employees feel more valued and motivated to perform better.

3) Employee Well-Being and Psychological Factors

Employee well-being factors, supported through Health and Wellness Programs (HWP) and psychological capital, are crucial in determining employee performance [23, 25]. Good physical and mental well-being of employees allows them to be more focused, energized, and productive at work. Psychological capital, which includes confidence, optimism, and resilience, helps employees in facing daily job challenges and reduces the risk of burnout [9].

Research also shows that employees who experience burnout or psychological distress have lower performance levels [28]. Conversely, when companies provide adequate psychological support, through wellbeing programs or consultations, employees tend to be more engaged in their work and able to provide optimal performance.

4) Engagement, Commitment, and Motivation

Work engagement and organizational commitment have also proven to be key determinants of employee performance [9,10, 34]. Employees who feel emotionally engaged with their work will exhibit high enthusiasm, dedication, and energy, all of which are positively correlated with increased productivity. Organizational commitment, where employees feel tied to the company's values and goals, also increases their loyalty, thus encouraging better performance [11,23].

Employee Motivation (EM) arises when employees understand and internalize the company's goals, as well as when they feel that their work has a greater meaning [35]. This is often influenced by a supportive work environment and opportunities for growth within the organization.

5) Job Recognition and Enrichment

Recognition, Rewards and Job Enrichment programs have a significant influence on employee performance. Recognition of employees' contributions and achievements, through financial and non-financial rewards, motivates them to continue to perform well [23]. Rewards not only reinforce employee engagement, but they also create a sense of appreciation that

increases loyalty and productivity. Additionally, job enrichment, which involves assigning more challenging tasks or opportunities for the development of new skills, encourages employees to continue to grow and provide top performance [29]. Employees who feel their work is varied and have opportunities for self-development are more likely to feel motivated and engaged in their work.

6) Diversity, Inclusion, and Labor Practices

Companies that implement Diversity and Inclusion initiatives and fair labor practices are able to create an inclusive work environment, where every employee is valued regardless of background [23]. A diverse and inclusive work environment increases job satisfaction and employee engagement, which has a positive impact on performance [9, 10, 34]. Employees who feel valued and accepted in the workplace are more likely to give their best contributions.

7) Strategic and Organizational Orientation

The Strategic Orientation of the company is another important factor that affects employee performance. Employees who understand the company's direction and strategy tend to be more focused on the goals they want to achieve, as well as more motivated to contribute to achieving the organization's vision and mission [26]. This has a direct impact on the overall performance of the organization, as employees who work with clear strategic guidance tend to be more productive and innovative.

In answering *RQ2: What gaps that exist from internal factors in employee performance and what areas require further investigation?* Some gaps in the literature regarding internal factors affecting employee performance can be identified, as well as some areas that require further investigation. Significant gaps are seen in the implementation of Green Human Resources Management (GHRM) and Green Supply Chain Management (GSCM) [6, 26, 27]. Although both are recognized as important factors in improving employee performance through involvement in environmentally friendly practices, their application has not been fully internalized in many industrial sectors, especially those that are less sensitive to environmental issues. Existing research has not sufficiently explored the long-term impact of the implementation of GHRM and GSCM on employee performance, as well as its relationship to innovation and business sustainability [8, 24, 27]. Therefore, further studies are needed to explore how GHRM and GSCM can be more deeply integrated into company culture and understand the impact of their implementation on employee performance across different industries. In addition, additional research is needed that examines the direct impact of GHRM and GSCM on employee innovation and sustainable organizational performance.

The next gap can be seen in the understanding of employee involvement in internal Corporate Social Responsibility (CSR). Most CSR research focuses on a company's external responsibility to society and the environment, while internal CSR that focuses on employee well-being is still underresearched. The relationship between internal CSR and employee performance, including motivation and engagement, has not been widely explained in the literature, especially in the context of CSR programs that directly impact employee well-being [11, 23, 25]. This area requires further investigation to explore how internal CSR can be maximized to increase employee loyalty, engagement, and satisfaction, as well as its impact on long-term performance.

There is a gap in research on Psychological Capital (PC) and Employee Well-Being (EWB) in relation to employee performance. Although it has been proven that psychological capital and employee well-being have a positive effect on performance, the exact measurement of these two factors in various working conditions and organizations is still poorly explored [33]. What's

more, very little research explores how mental well-being programs can be effectively implemented in stressful workplaces. Therefore, further studies are needed to develop strategies for the implementation of mental well-being and psychological health programs in various sectors, especially in stressful work environments, as well as to measure the impact of psychological capital on employees' adaptation to changes in the work environment.

4. Conclusion and Future Research Agenda

This study has identified several internal factors that have a significant impact on employee performance, including Green Human Resources Management (GHRM), Green Supply Chain Management (GSCM), internal Corporate Social Responsibility (CSR), Psychological Capital (PC), and Employee Well-Being (EWB). These factors not only drive employee engagement and motivation but also contribute to the achievement of the organization's sustainability goals. However, there are some gaps in the literature that require further attention. The implementation of GHRM and GSCM has not been fully integrated into the corporate culture in various sectors, especially those that are less sensitive to environmental issues. In addition, understanding of the long-term impact of internal CSR on employee well-being and performance is still limited. Likewise, although psychological capital and mental well-being of employees have been shown to affect performance, there are shortcomings in the measurement and practical implementation of well-being programs in high-stress work environments.

Further research is needed to explore how GHRMs and GSCMs can be more deeply integrated into company culture, as well as how the implementation of these green practices impacts employee performance across broader sectors. Studies also need to focus on how to increase environmental awareness in industries that are less sensitive to sustainability issues. In addition, further investigation is needed to understand how internal CSR that focuses on employee welfare can maximize employee engagement, loyalty, and satisfaction. This research should also include the long-term influence of internal CSR programs on continuous performance improvement. Future research should include the development of more comprehensive measurement tools for Psychological Capital and Employee Well-Being in different types of industries and working conditions. In addition, there needs to be more studies on effective implementation strategies for mental wellness programs in stressful workplaces or unsupportive work environments, as well as how these programs can reduce burnout and improve employee performance. Future research should also focus on the direct relationship between the implementation of GHRM and GSCM with employee innovation and business sustainability. This study will enrich the literature on how corporate green policies not only contribute to the environment but also strengthen competitiveness and innovation in organizations. As such, future research agendas will focus on developing implementation strategies and a deeper understanding of internal factors that can strengthen employee performance and create a sustainable and innovative organization.

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