

# Mapping Employee Performance in the Business Sector: A Systematic Literature Review with Bibliographic Coupling Analysis

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**Abstract.** This study aims to map the main topics in research related to employee performance using a bibliographic coupling approach. The study employs a systematic literature review with bibliographic coupling analysis, utilizing VOSviewer to classify existing studies into clusters based on prominent themes and variables associated with employee performance. This method facilitates identifying significant connections among research themes and constructs within the field. The bibliographic coupling analysis identifies eight key topics within the realm of employee performance: (1) Employee Performance and Motivational Factors; (2) Organizational Citizenship Behavior; (3) Transformational and Transactional Leadership; (4) High-Performance Work Systems and Employee Creativity; (5) Motivation, Organizational Learning, and HR in Supply Chains; (6) Work Commitment and Competence; (7) Job Satisfaction, Organizational Citizenship, and Servant Leadership; and (8) Employee Engagement, Satisfaction, and Organizational Commitment. The study introduces a novel perspective, aiding in identifying current research trends and gaps in employee performance studies.

**Keywords:** Employee Performance; Business Sector; Systematic Literature Review; Bibliographic Coupling

## 1 Introduction

Companies face increasingly complex challenges in managing employee performance to ensure organizational success in the era of globalization [1]. Even if a company has comprehensive infrastructure and robust systems, it cannot operate optimally without the contribution of human resources, as employees are the primary drivers of the company's vitality [2,3]. Organizational success relies heavily on the appropriate utilization of human resources—individuals who bring energy, creativity, and enthusiasm, playing essential roles in daily operations [1,4]. Employees with adequate skills and knowledge are better equipped to complete their tasks efficiently, leading to high performance [2]. Therefore, companies must actively focus on the maintenance, support, and development of their human resources.

Employee performance is defined as work outcomes that reflect the level of task accomplishment and adherence to the organization's rules, expectations, or role requirements [5-7]. In line with this definition, Jelly et al. [4] further emphasize that employee performance includes both the outcomes achieved and the behaviors displayed in completing assigned duties within a given timeframe. Overall organizational performance reflects the efficiency, effectiveness, productivity, and behavior of its members in achieving organizational goals.

Thus, employee performance is a crucial metric that reflects an individual's effectiveness in meeting organizational demands.

Successful companies understand that employees are key to organizational success and recognize that human resource management systems are vital tools in shaping desired behaviors. These systems, in turn, enhance employee motivation, competence, and empowerment, which are critical to achieving the organization's strategic objectives [8]. Employee engagement plays a significant role in organizational change processes and can help organizations achieve improved outcomes [9]. Optimal employee performance not only meets company standards but also directly contributes to achieving organizational goals [2]. Consequently, companies must focus on developing superior employee performance as part of their strategy for goal attainment.

Previous studies have explored various approaches in analyzing employee performance. For example, Zapa-Pérez & Cogollo-Flórez [10] employed a Systematic Literature Review (SLR) following the five stages proposed by Kitchenham et al. [11] to investigate the application of fuzzy indicators in measuring employee performance in manufacturing companies. Alefari et al. [12], on the other hand, applied System Dynamics Modeling (SDM) to identify the main factors influencing employee performance. Schleu & Hüffmeier [13] reviewed literature on the predictive validity of meritocratic promotions, highlighting employee performance as a predictor of leadership performance using literature from EBSCOhost and Google Scholar databases. Lastly, Muñoz Medina et al. [14] conducted an SLR using PRISMA guidelines to review empirical studies on job insecurity and its impact on employee performance. However, studies employing a Systematic Literature Review using VOSviewer and based on the Scopus database to map employee performance remain limited. Therefore, this research aims to fill this gap by conducting an in-depth mapping of key research topics related to employee performance using bibliographic coupling and VOSviewer software. This method enables the analysis of inter-article connections, which have yet to be widely explored in previous research.

This study aims to map the main topics in employee performance studies using a bibliographic coupling approach. Consequently, it is anticipated that this research will make a significant contribution by identifying research trends and proposing future research directions in the field of employee performance that remain underexplored.

## **2 Literature Review**

### **2.1. Employee Performance**

Human resources are a crucial factor for organizations in achieving their objectives. Even if an organization possesses adequate facilities and infrastructure, the absence of human resource contributions will hinder the effective functioning of the entire system, as human resources are the primary drivers of organizational vitality [3]. High employee performance significantly supports the enhancement of organizational productivity. Therefore, organizational leaders must continuously focus on the development and improvement of their employees' performance to achieve overall organizational advancement.

Employee performance is defined as the outcome of work that reflects the level of achievement of each task and the fulfillment of the organization's rules, expectations, or requirements related to the roles performed. This aspect of employee performance involves individual behaviors and actions that ultimately impact the overall performance of the organization, as the collective outcomes of individual performances contribute to organizational productivity [5]. Furthermore, employee performance can be assessed through how employees

execute their tasks, including discipline-related aspects such as attendance and punctuality, which are important indicators in evaluating employee performance [15].

Employee performance is also influenced by various factors, including personal characteristics, perceptions of job roles, and employees' abilities to meet established performance standards. All these factors are interconnected in the pursuit of organizational goals [16]. Employee performance encompasses not only the final results of activities conducted over a specific period but also the processes through which these tasks are executed, making employee performance a vital potential for the success of the organization.

Based on various definitions from experts, it can be concluded that employee performance is the work outcome achieved by individual employees in fulfilling their tasks and responsibilities, influenced by their abilities, discipline, and personal characteristics. It directly impacts the achievement of organizational objectives through the collective contributions of each organizational member.

## **2.2. Bibliographic Coupling in Systematic Literature Review**

A systematic literature review (SLR) is a method employed to analyze a body of literature systematically, utilizing a structured, transparent, and replicable approach. This method allows researchers to comprehensively review existing research in a specific field [17,18]. Baltazar et al. [19] define SLR as a process that classifies and systematizes cutting-edge knowledge on a particular topic. This process involves procedural steps and criteria designed to minimize bias and ensure the objectivity and replicability of research. SLR is often utilized to systematically identify, classify, and evaluate relevant literature to answer predetermined research questions [18].

One approach within SLR is bibliographic coupling, which enables researchers to map relationships between articles based on shared references. This approach aids in identifying connections between different studies, even if the articles have not been widely cited, making it suitable for exploring emerging fields or those with limited literature.

SLR aims to provide a comprehensive overview of existing literature, address research questions, and identify gaps in knowledge that can suggest areas for further exploration [20]. Through this method, researchers can explore the intellectual structure of a field and identify influential works within a specific study area, thereby enriching the understanding of the topic.

Bibliographic coupling is a method that connects two articles based on the same references cited by both articles [17-19,21]. This statistical method is used to identify similarities and connections between articles by analyzing shared references [17]. When two documents cite the same source, they are considered bibliographically linked, and the more shared references they have, the stronger the connection between the two articles [21].

Bibliographic coupling is beneficial for mapping the research structure of a field by analyzing the interconnections between articles based on shared citations [19]. This method is particularly suitable for emerging research or new publications, as it does not require a high accumulation of citations. Software such as VOSviewer is commonly used to map relationships between articles in bibliographic coupling due to its ability to visually represent research networks in a specific field [17]. Thus, bibliographic coupling aids in understanding research networks, identifying influential articles and key authors, as well as trends within the analyzed body of literature.

### 3 Methodology

The approach employed in this study focuses on bibliographic coupling as a tool for analyzing literature related to the variable of employee performance. Before engaging in the bibliographic coupling process, an essential initial step is to formulate the study's objectives and research questions. These objectives provide clear direction for conducting the SLR and assist in the collection of relevant data. In this study, two research questions have been formulated to guide the SLR analysis concerning employee performance:

- RQ1: How many publications are published each year, and from which countries do the studies related to employee performance originate?
- RQ2: What are the main topics discussed in studies related to employee performance?

These research questions are designed to understand the temporal trends and geographic distribution of research, as well as to identify significant topics that emerge within the employee performance studies.

The methodology of this study adopts a bibliographic coupling approach following the guidelines set forth by Suchek et al. [21]. Bibliographic coupling is a technique that analyzes the relationships between articles based on shared references. By identifying articles that cite the same sources, this method can reveal the connections between different studies in the field of employee performance, even if those articles have not been widely cited. Suchek et al. [21] outline the following steps as a guide for this research:

#### 1. Step 1: Article Search

The article search process begins with the use of the Scopus database and the keyword "Employee Performance." In this initial stage, adjustments are made using several exclusion criteria to narrow down the search results. The exclusion criteria applied include a publication date range of the last five years (2019-2024), resulting in 3,547 publications. Subsequently, the search is focused on the fields of business, management, and accounting, with the document type limited to articles, at the final publication stage, sourced from journals. Additionally, the search is restricted to articles written in English. After applying these criteria, the number of relevant articles is reduced to 1,384 publications. To further refine the search results, an Open Access filter is applied, yielding 576 articles for further analysis in the next stage. The Scopus database is selected because it provides access to a wide range of high-quality scientific literature, particularly in fields relevant to this research, such as business and management.

#### 2. Step 2: Article Selection

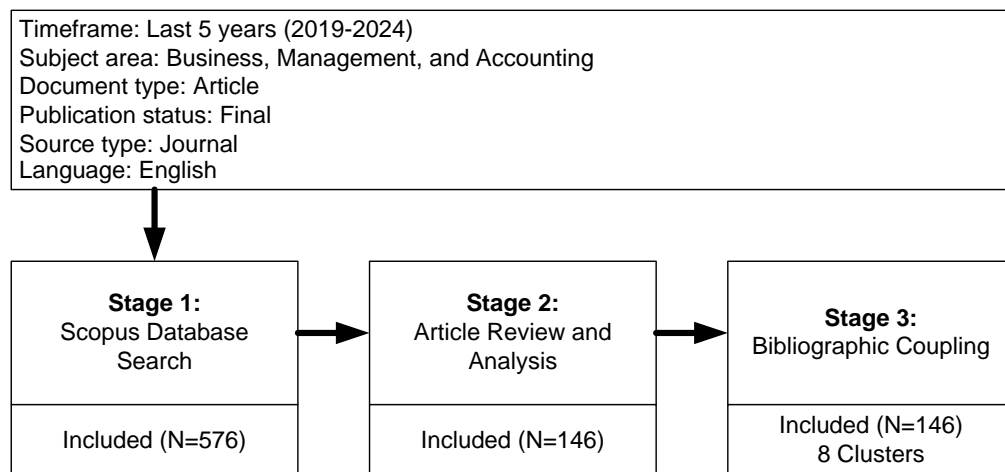
In this stage, an analysis is conducted by reviewing the titles and abstracts of each article found. Articles that are not relevant to the study focus are eliminated, resulting in 146 relevant articles for further analysis. This selection aims to ensure that only articles truly pertinent to employee performance are included in the analysis, allowing for a more in-depth investigation.

#### 3. Step 3: Bibliographic Coupling Analysis Using VOSviewer

Once the article selection is complete, the VOSviewer software is utilized to conduct bibliographic coupling on the remaining 146 articles. VOSviewer is an effective tool for visualizing and analyzing citation networks and the relationships between articles. By using VOSviewer, the relationships between articles that share common references

can be mapped, enabling researchers to identify the main topic clusters within the employee performance literature.

These steps are designed to provide a comprehensive mapping of employee performance research, including publication trends, geographical distribution, and the main topics discussed within the literature. Figure 1 illustrates the detailed flow of the bibliographic coupling analysis employed in this study.

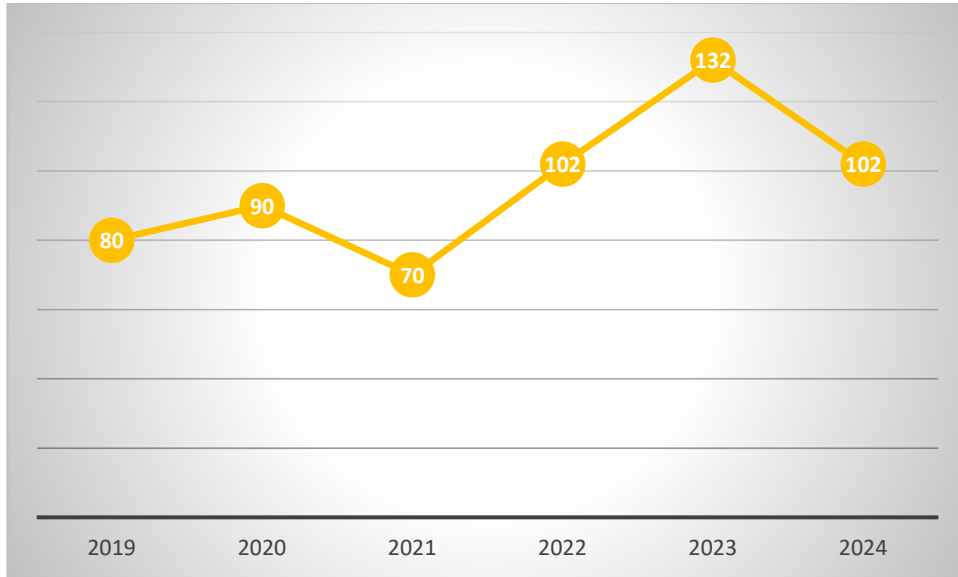


**Figure 1. Structure Of The Systematic Literature Review Approach**

By utilizing this approach, the study aims to identify significant topics and global trends in employee performance research, ultimately providing a foundation for further investigation and enriching the understanding of this variable.

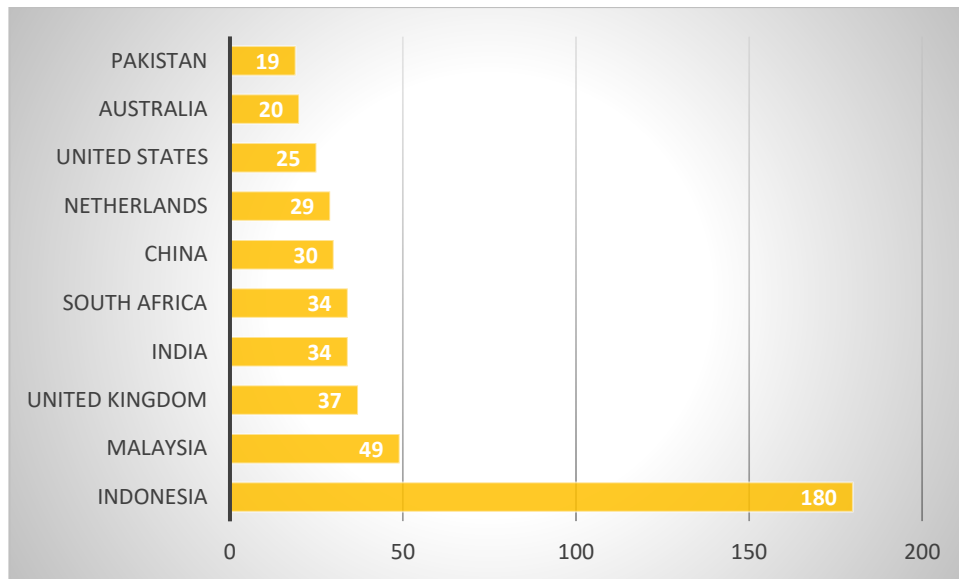
## 4 Results

This section presents the research findings regarding the distribution of documents discussing employee performance across several aspects. The data generated includes the annual distribution of documents, distribution by country, and a network analysis of the main topics related to employee performance. The annual and geographical distribution of documents provides an overview of research trends in this field, while the bibliographic coupling analysis maps the key topics that have emerged in the literature. A detailed explanation of the analysis results is provided below.



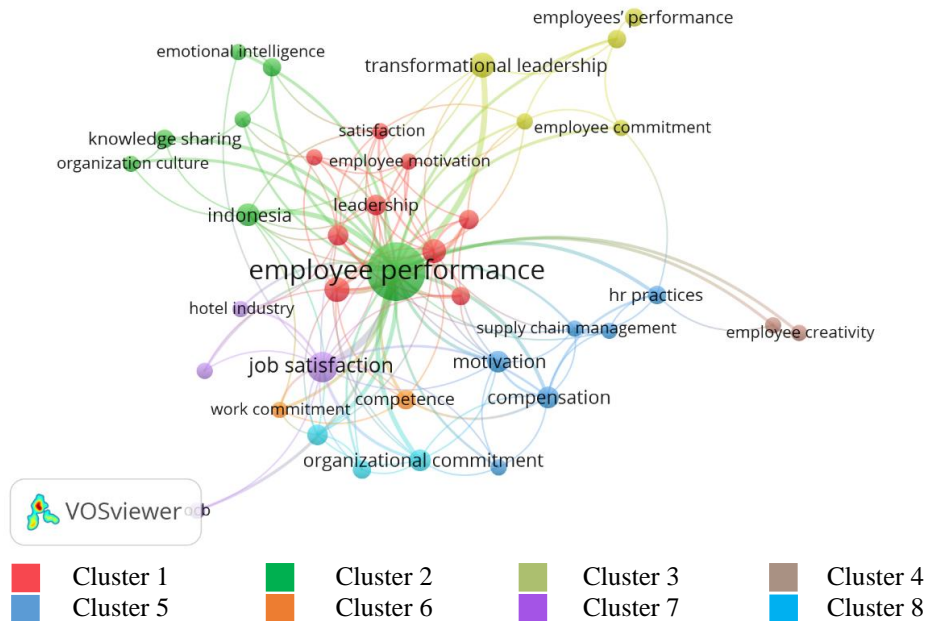
**Figure 2. Documents by Year (2019 – 2024)**

Figure 2 illustrates the distribution of documents discussing the variable of employee performance over the past five years, specifically from 2019 to 2024. In 2023, there was a peak in publications with a total of 132 documents, indicating a significant increase in research activity related to employee performance during that year. This number declined to 102 documents in 2022 and stabilized at the same level in 2024. Conversely, the lowest number of publications occurred in 2021, with only 70 documents, likely influenced by external factors such as the global pandemic. Nonetheless, in 2020, there were 90 published documents, reflecting an increase from the previous year, which had 80 documents in 2019. Overall, this data indicates fluctuations in the number of publications addressing employee performance, with a peak in 2023 and a trend toward stability observed in the last two years.



**Figure 3. Documents by Country**

Figure 3 illustrates the distribution of documents by country discussing the variable of employee performance. According to the data, Indonesia ranks first with 180 documents, significantly surpassing other countries. Malaysia holds the second position with 49 documents, followed by the United Kingdom with 37 documents, and both India and South Africa, each with 34 documents. China follows with 30 documents, while the Netherlands has 29 documents related to employee performance. The United States contributed 25 documents, followed by Australia with 20 documents, and Pakistan ranks last with 19 documents. This distribution indicates that research related to employee performance is predominantly conducted in Indonesia, compared to the other countries displayed, highlighting a significant interest in this topic within Indonesia relative to other nations.



**Figure 4. Cluster Network of Employee Performance**

Figure 4 illustrates the Cluster Network of Employee Performance generated from the SLR using bibliographic coupling. This analysis maps eight main topic clusters related to employee performance.

- a) Cluster 1 (red) highlights topics such as performance, work discipline, leadership style, and employee motivation, focusing on work discipline, motivation, and leadership styles in enhancing employee performance.
- b) Cluster 2 (green) encompasses topics like organizational citizenship behavior, emotional intelligence, and knowledge sharing, which relate to extra-role behaviors and emotional intelligence within organizations.
- c) Cluster 3 (dull green) emphasizes transformational leadership, employee commitment, and transactional leadership, underscoring the role of leadership in enhancing employee commitment.
- d) Cluster 4 (brown) centers on high-performance work systems and employee creativity, linking work systems with employee creativity.
- e) Cluster 5 (dark blue) explores motivation, organizational learning, and HR practices, addressing organizational learning, motivation, and human resource practices.
- f) Cluster 6 (orange) discusses work commitment and competence, focusing on work commitment and employee competence.
- g) Cluster 7 (purple) includes job satisfaction, organizational citizenship behavior, and servant leadership.
- h) Finally, Cluster 8 (light blue) connects employee engagement, employee satisfaction, and organizational commitment, highlighting the importance of employee involvement and satisfaction within organizations.



Each cluster reflects critical aspects that influence employee performance across various organizational contexts.

## **5 Discussion**

### **5.1. Employee Performance and Internal and External Motivational Factors (Cluster 1)**

Cluster 1 illustrates the significant interaction between internal motivational factors and the work environment that influences employee performance, encompassing key components such as work discipline, leadership style, work motivation, and organizational culture. Work discipline serves as a foundation for creating a structured and effective work environment, as employees' adherence to organizational rules and norms directly contributes to the achievement of company goals [22,23]. Furthermore, work discipline is positively related to employee motivation and commitment, encouraging individuals to meet or even exceed established work requirements [24]. Additionally, supportive leadership styles can reinforce employee discipline, where leadership approaches that provide support and motivation enhance employee engagement and foster cohesion within the work environment [25]. In this context, leadership style becomes a guiding element that shapes employees' attitudes and actions toward achieving common goals, ultimately improving organizational performance [6].

Beyond discipline and leadership, employee motivation, satisfaction, and workload also play critical roles in influencing employee performance. Both intrinsic and extrinsic work motivation are crucial in aligning personal aspirations with organizational objectives, which, in turn, enhances productivity and work commitment [26,27]. Employee job satisfaction serves as a predictor of performance, where satisfaction stemming from positive work experiences and emotional well-being fosters organizational commitment and reduces turnover rates [28]. Conversely, a balanced workload encourages engagement and productivity, whereas excessive workload can lead to burnout and negatively impact performance [29,30]. The synergy between motivation, satisfaction, and a strong organizational culture creates a solid foundation for sustainably enhancing employee performance across various organizational contexts [31,32].

### **5.2. Organizational Citizenship Behavior, Emotional Intelligence, and Knowledge Sharing (Cluster 2)**

Cluster 2, which focuses on Organizational Citizenship Behavior (OCB), Emotional Intelligence (EI), Competency, and Knowledge Sharing, highlights the synergistic role these factors play in enhancing employee performance. OCB reflects employees' voluntary, extra-role behaviors that contribute to organizational effectiveness, such as collaboration and mutual support. Studies have shown that employees who engage in OCB tend to exceed formal job expectations, positively impacting performance, especially in high-stakes or complex work environments [33]. Competency, or the combination of skills, knowledge, and attitudes, complements OCB by ensuring that employees not only perform their roles effectively but also contribute additional value through actions that support organizational goals and adaptability [34]. Furthermore, in environments where employees demonstrate high levels of OCB, organizations often experience improved communication and collaboration, fostering a workplace culture where knowledge sharing and mutual assistance are the norms.

Emotional intelligence significantly supports these dynamics by enabling employees to navigate interpersonal interactions effectively, manage stress, and maintain positive relationships within the workplace. Alenezi et al. [35] highlight that EI contributes directly to

enhancing OCB, as emotionally intelligent employees are more likely to exhibit behaviors that benefit their peers and the organization as a whole. Knowledge sharing further amplifies these effects by allowing employees to exchange insights, best practices, and innovations, which not only enhances individual competencies but also builds collective knowledge within the organization. As Laksono [15] suggests, fostering a culture of knowledge sharing strengthens organizational learning, enabling organizations to better adapt to changing environments and retain a competitive edge through a well-informed and capable workforce. Together, OCB, EI, competency, and knowledge sharing form a cohesive framework for sustained employee performance, benefiting both individual growth and organizational success.

### **5.3. The Role of Transformational and Transactional Leadership (Cluster 3)**

Cluster 3, focusing on transformational and transactional leadership, explores the impact of these leadership styles on employee performance and commitment within organizational settings. Transformational leadership emphasizes inspiring and motivating employees through vision and individual consideration, which positively influences their intrinsic motivation and fosters a deeper commitment to organizational goals [36]. Leaders with a transformational approach encourage employees to go beyond mere compliance, promoting creativity and intellectual engagement that enhances overall job performance and satisfaction [37]. This leadership style enables employees to align their personal aspirations with organizational objectives, thereby reinforcing a culture of high commitment and productivity [38].

Transactional leadership, on the other hand, operates on a reward-based system where employees are motivated through explicit performance-linked incentives [39]. This approach, while effective in setting clear performance expectations, emphasizes adherence to established procedures and performance standards, which can drive employee commitment by providing a structured work environment with well-defined goals [40]. In combination, both leadership styles contribute to shaping a balanced organizational climate that leverages transformational motivation for innovation while using transactional elements to maintain consistent performance outcomes and commitment across all levels of the workforce [41]. Together, these styles underscore the multidimensional nature of leadership's influence on employee performance and commitment, providing organizations with a dynamic framework to enhance workforce engagement and output.

### **5.4. High-Performance Work Systems and Employee Creativity (Cluster 4)**

Cluster 4 in the context of employee performance research highlights the pivotal role of high-performance work systems (HPWS) and employee creativity as critical drivers of organizational success. HPWS is structured to foster a supportive environment through systems and practices that empower employees, encourage skill development, and promote job satisfaction, ultimately enhancing employee performance. Pahos and Galanaki [42] demonstrate that HPWS can positively impact long-term employees' commitment, creating an environment where they are more engaged and productive, which strengthens the foundation of the organization's performance outcomes. By implementing HPWS, organizations provide their employees with the necessary resources, autonomy, and motivation to innovate and contribute meaningfully to organizational goals, forming a direct connection between systemic support and increased employee creativity and performance [42].

Furthermore, employee creativity thrives under HPWS, as it allows employees the freedom to experiment and innovate within a structured framework. Ximenes et al. [43] discuss

how HPWS, coupled with entrepreneurial leadership, fosters creativity by encouraging employees to take ownership of their roles and explore new solutions to challenges within their work environment. Such systems not only enhance employee engagement but also serve as a catalyst for creative contributions that drive organizational progress and adaptability. By integrating HPWS with creativity-focused practices, organizations can achieve a dynamic balance where high performance and creativity are mutually reinforced, resulting in an agile and resilient workforce well-equipped to respond to complex demands [43].

### **5.5. Motivation, Organizational Learning, and HR Practices in Supply Chains (Cluster 5)**

Cluster 5 focuses on the integration of organizational learning, compensation, supply chain management, training, and HR practices to enhance employee performance, especially within complex supply chains. Organizational learning is critical for fostering an adaptive and knowledgeable workforce, facilitating continuous improvement in both individual and organizational capabilities. Udin et al. [44] demonstrate that an organizational learning culture significantly influences employee performance by promoting knowledge acquisition and skill development, which are essential for achieving strategic objectives in a rapidly changing environment. This culture of learning not only bolsters employee capabilities but also aligns individual objectives with organizational goals, ensuring that employees can effectively adapt to new challenges and contribute to overall performance [45].

Furthermore, integrating HR practices such as structured training and fair compensation plays a pivotal role in enhancing employee motivation and loyalty, essential for the smooth operation of supply chains. Compensation and training initiatives are shown to have a direct impact on employee engagement and commitment, fostering a work environment where individuals feel valued and motivated to improve their performance. Ali et al. [46] highlight how effective HR practices, alongside training opportunities, improve organizational loyalty and efficiency within green supply chains, promoting sustainable performance. These HR strategies, combined with organizational learning, create a cohesive framework that supports continuous employee development, thereby reinforcing a resilient and high-performing workforce in supply chain operations [47].

### **5.6. Work Commitment and Employee Competence (Cluster 6)**

Cluster 6 explores the significant role of work commitment and competence in enhancing employee performance, focusing on how these factors interrelate and contribute to organizational success. Work commitment is foundational for employee retention and productivity, as it reflects an employee's dedication and loyalty to their organization, ultimately fostering a conducive work environment. Studies, such as those by Wolor, Dania, Suherdi, Nurkhin, and Ardiansyah [48], underscore that committed employees are more likely to engage in behaviors that support organizational goals, especially when aligned with cultural changes, such as those experienced during the COVID-19 pandemic. This alignment fosters resilience and adaptability in employees, enabling them to maintain performance standards even in challenging times. Commitment, therefore, acts as a stabilizing force within organizations, motivating employees to align their personal goals with organizational objectives and remain dedicated to their roles over the long term [49].

Competence, closely linked to commitment, plays an equally pivotal role in shaping employee performance, as it encompasses the skills and knowledge required to fulfill job responsibilities effectively. Astarina, Budiyanto, and Agustedi [50] emphasize that competence

enhances an employee's capacity to meet organizational expectations, which, combined with commitment, leads to superior performance outcomes. Competent employees not only contribute to productivity but also drive innovation and problem-solving within their roles, which is crucial for organizational growth and adaptability [51]. Together, work commitment and competence create a framework that supports sustained employee performance by fostering a culture of excellence, responsibility, and proactive engagement within the workplace. This synergy between commitment and competence is essential for organizations seeking to navigate complex and dynamic work environments successfully.

### **5.7. Job Satisfaction, Organizational Citizenship Behavior, and Servant Leadership (Cluster 7)**

Cluster 7 highlights the interconnected roles of job satisfaction, servant leadership, and organizational citizenship behavior (OCB) in enhancing employee performance and overall organizational well-being. Job satisfaction, often shaped by positive workplace experiences and intrinsic motivation, is a crucial predictor of performance as it fosters a commitment to organizational goals and reduces turnover intentions [28,52]. In industries like hospitality, high levels of satisfaction have shown to correlate with improved employee engagement and career growth, which are pivotal for sustained performance [53]. Additionally, satisfaction creates a foundation for OCB, where employees voluntarily go beyond their formal roles, promoting a supportive and cooperative environment beneficial to organizational success [33].

The role of servant leadership is also instrumental within this cluster, as leaders who prioritize the growth and well-being of their employees cultivate a culture of trust and commitment that enhances both job satisfaction and OCB [54]. Servant leadership's emphasis on empathy and support creates a positive environment where employees feel valued, which, in turn, drives them to contribute more proactively and develop behaviors aligned with OCB [5]. This synergy between servant leadership and job satisfaction encourages employees to engage in OCB, fostering a cooperative work culture that supports higher productivity and adaptability in the face of challenges [34,35].

### **5.8. Employee Engagement, Satisfaction, and Organizational Commitment (Cluster 8)**

Cluster 8 explores the interconnectedness between employee engagement, satisfaction, and organizational commitment, highlighting their crucial roles in fostering a productive and committed workforce. Employee engagement is recognized as a significant factor in driving employees' dedication to their roles and the organization, as it embodies their emotional and cognitive investment in their work. Engaged employees exhibit higher productivity and a proactive attitude, which contribute positively to overall organizational performance [55]. This engagement is often enhanced in environments that value continuous feedback and support, thus reinforcing a sense of belonging and purpose within the organization [56]. Additionally, organizations with a strong culture of engagement experience lower turnover rates, as employees are more likely to remain loyal to a workplace that acknowledges and values their contributions.

Furthermore, employee satisfaction and organizational commitment are essential in strengthening the link between engagement and performance outcomes. Employee satisfaction, often stemming from factors such as fair compensation, supportive work environments, and career development opportunities, directly impacts organizational commitment [52]. High satisfaction levels not only lead to enhanced individual performance but also foster a positive

organizational climate, motivating employees to align their personal goals with those of the organization [22]. When employees are satisfied and perceive alignment between their values and the organization's goals, they exhibit increased organizational commitment, which has been shown to correlate positively with long-term performance and stability [57]. These elements collectively contribute to building a resilient workforce where engagement, satisfaction, and commitment mutually reinforce each other, creating a robust foundation for sustained organizational success.

## 6 Conclusion

The conclusions drawn from this study indicate that various factors such as work discipline, leadership style, employee motivation, job satisfaction, organizational commitment, employee engagement, and OCB play significant roles in enhancing employee performance. The cluster analysis conducted identifies that these elements are interrelated and collectively drive higher performance within organizations. For instance, supportive leadership styles, whether transactional or transformational, can influence employee commitment and proactive work behaviors. Moreover, employee engagement and job satisfaction directly contribute to organizational commitment, which ultimately enhances both individual and organizational performance.

Practically, these findings have implications for organizational management to pay closer attention to factors such as adaptive leadership styles, strategies for increasing employee engagement, and work environments that support learning and employee development. This research contributes to the literature on employee performance by expanding the understanding of how a combination of internal and external motivational factors can impact performance within complex work contexts. However, this study has limitations, particularly concerning the generalizability of the results due to data being confined to the business sector. For future research, it is recommended to conduct deeper explorations across various industries and different work cultures, as well as to consider other variables such as work flexibility and digitalization, to further understand the factors that can sustainably enhance employee performance.

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