



## A REVIEW OF EMPLOYEE PERFORMANCE: MINI-REVIEW APPROACH

**Eka Lestari<sup>1</sup>, Setyo Riyanto<sup>2</sup>**

<sup>1</sup>Universitas Mercu Buana, Jakarta, Indonesia, [55120120154@student.mercubuana.ac.id](mailto:55120120154@student.mercubuana.ac.id),

<sup>2</sup>Universitas Mercu Buana, Jakarta, Indonesia, [setyo.riyanto@mercubuana.ac.id](mailto:setyo.riyanto@mercubuana.ac.id)

**Corresponding Author: Eka Lestari**

**Abstract:** Employee Performance relate to work motivation that exists in a person becomes a frame of reference in realizing a behavior directed at personal goals. In conclusion, In improving the employee performace and also employee commitment, a good organization should look at the level of job satisfaction of employees. From 17 articles on this mini review, we can find fact that employee performace have psotive correlation with job satisfaction. Such as High-performance work system has a significant positive effection employee creativity and employee performance, and employee creativity also has a significant positive effect on employee performance. Also we can look from the employee themselves, employees who are able to learn the position and meaning of a brand through their well-informed manager are in a better position to develop their own performance and ability, and related to company, it will give them possibility to have strong relationship to a brand, as well as to provide exceptional service to customers

**Keywords:** Job satisfaction, work discipline, motivation and competency on employee performance and a mini-review approach

### INTRODUCTION

At this time there are many offices, in the world, which have experienced a decline in performance due to Covid 19 which has not subsided in Indonesia, resulting in many office employees using schedules with shifts to work, of course this greatly reduces the optimization of the performance of the office employees (Jing et al., 2019).

As statement, all companies should also be able to improve services by improving and optimizing all employees capability with the principles of fast, precise, and satisfactory so that they are in line with the vision of the Company, namely the realization of professionalism in providing idea and implementations (Bezdrob & Šunje, 2021). The task for most of company is to survice in pandemic covid 19, with any kind of business. It requires understanding and

understanding of all parties that not only company, but behind that many missions are carried out in the context of security, survive in pandemic 19, etc. The work pattern of employees in crucial situation is an institution that is different from other work units in the or. This difference can be seen from the work patterns carried out, among others (Bhardwaj et al., 2020).

The era of globalization has an impact on all aspects and brings various paradigm changes and business competition, especially of the pandemic. The increasing number of competitors and the high level of competition in all aspects, the human resources in the organization are required to have high knowledge, abilities, motivation and competences, even human resources need to be improved in their field of specialization (Gross et al., 2021). Work motivation that exists in a person becomes a frame of reference in realizing a behavior directed at personal goals. This needs to be supported by good work discipline and commitment to all existing regulations and obeying the orders and policies of the organization and leadership so that every employee is able to play an active role in realizing the vision and mission of the organization (Sainju et al., 2021).

In improving the organization of employee commitment, a good organization should look at the level of job satisfaction of employees (Li & Zhang, 2021). The reason why companies should look at the level of job satisfaction of the employees are more satisfied because of an employee in the work at the company where he worked, the higher the employee's desire to contribute to the full in order to increase company profit by running all over his responsibilities as an employee in the company with wholeheartedly (Son et al., 2021). Employees are valuable assets and not only human resources but human resources, therefore it is very important to maintain their welfare and power as an employee because a company, even though it has good facilities and infrastructure, does not necessarily run well without capable employees. at work and have good work motivation (Mobilio et al., 2021).

Organizational culture has different characteristics from one another and based on the latest research he argues that there are seven main characteristics of organizational culture, namely: (Riyanto, S., & Panggabean, M. 2020).

1. *Innovation and risk-taking*: The extent to employees are encouraged to be innovative and risk-taking.
2. *Attention to detail*: Expected to show precision (accuracy), analysis, and attention to detail.
3. *Orientation of results*: The extent to management focuses on results rather than on the techniques and processes used to achieve them.
4. *Orientation of people*: The extent to management decisions take into the impact of results on the people within the organization.
5. *Orientation of team*: The extent to organized work activities are on a team rather than on an individual.
6. *Aggressiveness*: The extent to people are aggressive and competitive rather than laziness.
7. *Stability*: The extent to organizational activities emphasize the preservation of the status quo instead of growth.

## **MATERIAL AND METHODS**

The mini-review on employee performance was conducted by reading through and analysing 17 peer-reviewed journal articles. These articles are summarised in the tables below.

The first table presents the journal article's information regarding the title, authors, publishers, and the year of publication. The second table represents the contents of the journal articles, including the study's objectives, the findings, and the recommendations.

**Table 1. Journal and Publisher Distribution**

No	Article Name	Author(s)	Journal	Publisher	Year
1	Entrepreneurial leadership moderating high performance work system and employee creativity on employee performance	Ximenes, M., Supartha, W. G., Dewi, I. G. A. M., & Sintaasih, D. K.	Cogent Business & Management	Emerald Publishing	2019
2	New employee orientation, role-related stressors and conflict at work: Consequences for work attitudes and performance of hospitality employees	Raub, S., Borzillo, S., Perretten, G., & Schmitt, A.	International Journal of Hospitality Management	Elsevier Ltd.	2021
3	The influence of a retail store manager in developing frontline employee brand relationship, service performance and customer loyalty	Jung, J. H., Yoo, J. J., & Arnold, T. J.	Journal of Business Research	Elsevier Inc.	2021
4	Nurses' perceptions of hospital ethical climate and their job satisfaction	Faramarzpour, M., Farokhzadian, J., Tirgari, B., Shahrabaki, P. M., Borhani, F., & Rafati, F.	Ethics, Medicine, and Public Health	Elsevier Masson SAS	2021
5	Academics' job satisfaction in Tanzania's higher education: The role of perceived work environment	Mgaiwa, S. J.	Social Sciences & Humanities Open	Elsevier Ltd.	2021
6	The few, the proud, the satisfied? The relationship between perceptions of public affairs and job satisfaction in the U.S. Marine Corps	Mobilio, S. B., Irish, T. R., Larson, J. W., Finnerty, M. W., Sweetser, K. D.	Public Relations Review	Elsevier Inc.	2021
7	The effect of multiple role conflicts and work stress on the work performance of female employees	Muis, M., Nai'em, M. F., Arsin, A. A., Darwis, A. M., Thamrin, Y., & Hans, N. A. P.	Gaceta Sanitaria	Elsevier España, S.L.U.	2021
8	The causal effect of option ownership on employee performance: Empirical evidence from personnel data	Li, Q. & Zhang, H.	Labour Economics	Elsevier B.V.	2021

9	How to foster employee quality of life: The role of employee performance management and authentic leadership	Audenaert, M., Decramer, A., & George, B.	Evaluation and Program Planning	Elsevier Ltd.	2021
10	The effect of social media on employees' job performance with reference to information technology (IT) sector in Bangalore	Pavithra, S., Deepak, K. V.	Materials Today: Proceedings	Elsevier Ltd.	2021
11	The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia	Chien, G. C. L., Mao, I., Nergui, E., & Chang, W.	Journal of Human Resources in Hospitality & Tourism	Taylor & Francis	2020
12	Does employee satisfaction influence customer satisfaction? Assessing coffee shops through the service profit chain model	Son, J. H., Kim, J. H., & Kim, G. J.	International Journal of Hospitality Management	Elsevier Ltd.	2021
13	Job satisfaction and employee turnover determinants in Fortune 50 companies: Insights from employee reviews from Indeed.com	Sainju, B., Hartwell, C., & Edwards, J.	Decision Support Systems	Elsevier B.V.	2021
14	Employees as reputation advocates: Dimensions of employee job satisfaction explaining employees' recommendation intention	Gross, H. P., Ingerfurth, S., & Willems, J.	Journal of Business Research	Elsevier Inc.	2021
15	An analysis to understanding the job satisfaction of employees in banking industry	Bhardwaj, A., Mishra, S., & Jain, T. K.	Materials Today: Proceedings	Elsevier Ltd.	2021
16	Transient nature of the employees' job satisfaction: The case of the IT industry in Bosnia and Herzegovina	Bezdrob, M. & Šunje, A.	<u>European Research on Management and Business Economics</u>	Elsevier España, S.L.U	2021
17	Financial constraints and employee satisfaction.	Jing, C., Keasey, K., Lim, I., & Xu, B.	Economic Letters	Elsevier B.V.	2019

Table 1 displays Article Name, Author (s), Journal, Publisher and Year

Table 2. Articles Category Based on the Subject

No	Article Name	Objectives	Findings	Recommendations
----	--------------	------------	----------	-----------------

1	<p>Entrepreneurial leadership moderating high performance work system and employee creativity on employee performance</p>	<p>To analyze and examine the effect of high-performance work systems on employee creativity, and employee performance, and the effect of employee creativity on employee performance</p>	<p>High-performance work system has a significant positive effect on employee creativity and employee performance, and employee creativity also has a significant positive effect on employee performance.</p>	<p>In management, to improve employee performance in an organization, it is necessary to integrate an increase in entrepreneurial leadership, high-performance work systems and employee creativity.</p>
2	<p>New employee orientation, role-related stressors and conflict at work: Consequences for work attitudes and performance of hospitality employees</p>	<p>To find the link between employee orientation to attitudinal or behavioral work outcomes of hospitality employees.</p>	<p>Effective employee orientation mitigates the emergence of hindrance stressors like role ambiguity and role conflict.</p>	<p>Hospitality organizations should invest more resources to create an effective new employee orientation, considering the favorable ratio between a short-term input (the orientation) and potentially much longer-term pay-offs.</p>
3	<p>The influence of a retail store manager in developing frontline employee brand relationship, service performance and customer loyalty</p>	<p>To find the link between the quality of the leader-member exchange relationship between a store manager and frontline employee.</p>	<p>Employees who are able to learn the position and meaning of a brand through their well-informed manager are in a better position to develop their own strong relationship to a brand, as well as to provide exceptional service to customers.</p>	<p>Emphasize managers the importance of understanding the brand that they represent, as well as instill an awareness of the importance of facilitating meaningful dialogue among store personnel (and management) is not to be overlooked.</p>
4	<p>Nurses' perceptions of hospital ethical climate and their job satisfaction</p>	<p>To determine the relationship between nurses' perceptions of hospital ethical climate and their job satisfaction.</p>	<p>There was a significant direct relationship between the aspects of hospital ethical climate and the nurses' job satisfaction.</p>	<p>To design and implement some programs to improve the quality of the nurses' working environment so that it can increase their job satisfaction, and ultimately improve their performance, increase their productivity, and reduce their willingness to leave the career.</p>
5	<p>Academics' job satisfaction in Tanzania's higher education: The role of perceived work environment</p>	<p>To examine the relationship between Tanzanian academics' perceived work environment and their job</p>	<p>Academic freedom, participative decisions, teamwork, supervision, and resources statistically significantly predicted academics'</p>	<p>To provide an environment that fosters academic freedom.</p>

		satisfaction	job satisfaction over and above their marital status, gender, age, academic rank, and institutional type	
6	The few, the proud, the satisfied? The relationship between perceptions of public affairs and job satisfaction in the U.S. Marine Corps	To examine whether job satisfaction is intertwined with a manager's understanding of that employee's role	Role clarity positively correlates to increased job satisfaction among public affairs practitioners.	Considering the importance of role clarity, it is suggested for organizations to increase role clarity and other intangible benefits that may increase satisfaction with an incentive other than salary.
7	The effect of multiple role conflicts and work stress on the work performance of female employees	To determine the effect of multiple role conflicts and work stress on the work performance of female employees at the BNI branch office in Makassar in 2020.	There is an influence of dual role conflict and work stress on the work performance of female employees at the BNI Makassar Regional Office in 2020.	Women workers need special attention because they have big jobs and responsibilities at home as housewives. Companies that employ female workers should be able to view workers as assets that must be protected. Therefore, the implementation of the occupational safety and health program in the company needs to be increased because it is also a profitable investment for the company
8	The causal effect of option ownership on employee performance: Empirical evidence from personnel data	To study the impact of options on employees' performance empirically and understanding the motivation of enterprises to issue board-based stock options.	Impact of option ownership on employees' performance is insignificant for workers at low job levels.	Wider application of option ownership plans in enterprises in the future,
9	How to foster employee quality of life: The role of employee performance management and authentic leadership	To examine whether and when Employee Performance Management (EPM) and authentic leadership affect vulnerable employees' quality of life.	EPM is related to vulnerable workers' quality of life. Moreover, authentic leadership and psychological empowerment buffer the negative relationship between EPM and vulnerable workers' quality of life.	Organizations that employ vulnerable workers need authentic leaders to foster a positive impact not only on performance through EPM but also on vulnerable workers' quality of life
10	The effect of social media on employees' job performance with	To study the effect of social media on employees' job	There is a positive relationship between the use of social	Top management should develop policies, procedures, rules and regulation about social

	reference to information technology (IT) sector in Bangalore	performance.	media as a useful tool at workplace and have strong effect on their performance.	media usage and encourage them to use it for work purposes at workplace to gain its utmost benefits.
11	The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia	To identify top work motivators that effectively improve employee performance.	Employees' self-perception of work performance was highly motivated by financial motivation, internal self-concept, and goal internalization.	Hotel managers in Mongolian 4-star hotels must make sure that staff compensation is competitive within the industry in order to attract talented and high-level performers
12	Does employee satisfaction influence customer satisfaction? Assessing coffee shops through the service profit chain model	To examine the interrelations between service climate, organizational identification, employee job satisfaction, and customer perceived value and satisfaction.	A good work environment and service-related training can create a positive service climate for employees, which can subsequently improve customer satisfaction.	Coffee shop managers should impart sufficient skills and knowledge on how to provide good quality menus and services, and they should provide the necessary tools and professional training so that employees can function well at their jobs; this can help create an environment in which employees are motivated to work hard and excel.
13	Job satisfaction and employee turnover determinants in Fortune 50 companies: Insights from employee reviews from Indeed.com	To identify salient aspects in employee reviews and automatically infer latent topics that are salient factors related to employee satisfaction.	Pro factors affecting job satisfaction: <i>Fun people, Monetary benefits, Friendly co-workers, Free lunch, Sufficient breaks, Paid time off, and Flexible schedule.</i>	Decision makers should pay attention to those factors satisfaction by creating a more targeted approach to improving or sustaining employee satisfaction.
14	Employees as reputation advocates: Dimensions of employee job satisfaction explaining employees' recommendation intention	To get a better insight into the employee job satisfaction dimensions and how they relate to employees' recommendation intentions.	(1) employee job satisfaction is positively related to recommendation intentions, (2) recommendation intentions of different employee groups are likely to be motivated by different satisfaction dimensions, and (3) except for doctors, the hospital's mission statement has a relatively strong explanatory value for employees'	Hospital managers should strive to satisfy the employees so that they become advocates to send out favourable signals for the hospital.

			recommendation intentions	
15	An analysis to understanding the job satisfaction of employees in banking industry	To observe employee satisfaction with respect to their position in various commercial banks, including private, public banks in Rajasthan, India, and to examine how various variable factors affect employee satisfaction	(1) There is a positive correlation and connection among job satisfaction & the award, remuneration, job security, promotion opportunities and good relations with employees.  (2) The majority of bank employees in the banking sector are satisfied as far as work culture is concern but salaries and timings are still remain main concern for them.	Working conditions at work place need improvement, research shows that working condition help employee to focus on their core domain.
16	Transient nature of the employees' job satisfaction: The case of the IT industry in Bosnia and Herzegovina	To find <i>specific intrinsic factors that have a significant impact on employees' perceptions of job satisfaction</i>	(1) The actual employees' career progress, measured by pay growth and promotion, has no significant impact on employees' job satisfaction.  (2) Empowering and engaging (knowledge) workers within a suitably structured organization fulfills their job expectations, which in turn leads to higher job satisfaction	To attract and retain the most wanted talents, HR departments and managers, in general, have to ensure that employees' job expectations are continuously fulfilled, thus providing the necessary intrinsic rewards that would lead to higher levels of job satisfaction and, likely, lower attrition.
17	Financial constraints and employee satisfaction.	To investigate whether firm financial constraints reduce employee satisfaction.	Employees in financially constrained firms report lower satisfaction levels. Lower satisfaction levels are driven by decreasing assessments of work-life balance, senior	Be cautious against reducing investments in intangible assets (e.g., employee satisfaction) when financing is tight.

			leadership and career progression.	
--	--	--	------------------------------------	--

Table 2 above shows that Article Name, Objectives, Finding and Recommendations

## FINDINGS AND DISCUSSION

This study is summarised systematically by determining the context and implications of the article in the mini-review. Various results were obtained. First, In management, to improve employee performance in an organization, it is necessary to integrate an increase in entrepreneurial leadership, high-performance work systems and employee creativity (Faramarzpour et al., 2021). This situation encourages the need for good employee performance through sustainable development that increases the employee's performance and will impacting the company's performance (Muis et al., 2021). The current quality of life is not disturbed and maintained natural resources for future generations (Jung et al., 2021). Therefore, To examine whether and when Employee Performance Management (EPM) and authentic leadership affect vulnerable employees' quality of life. Organizations that employ vulnerable workers need authentic leaders to foster a positive impact not only on performance through EPM but also on vulnerable workers' quality of life. According to (Raub et al., 2021) To identify salient aspects in employee reviews and automatically infer latent topics that are salient factors related to employee satisfaction. Decision makers should pay attention to those factors satisfaction by creating a more targeted approach to improving or sustaining employee satisfaction. To get a better insight into the employee job satisfaction dimensions and how they relate to employees (Ximenes et al., 2019).

However, to observe employee satisfaction with respect to their position in various commercial banks, including private, public banks in Rajasthan, India, and to examine how various variable factors affect employee satisfaction (Chien et al., 2020). Therefore, to find specific intrinsic factors that have a significant impact on employees perceptions of job satisfaction (Mgaiwa, 2021). Company need (1) The actual employees' career progress, measured by pay growth and promotion, has no significant impact on employees' job satisfaction (2) Empowering and engaging (knowledge) workers within a suitably structure to investigate whether firm financial constraints reduce employee satisfaction, Employees in financially constrained firms report lower satisfaction levels (Audenaert et al., 2021). Lower satisfaction levels are driven by decreasing assessments of work-life balance, senior leadership and career progression (Pavithra & Deepak, 2021).

## CONCLUSION

In improving the employee performance and also employee commitment, a good organization should look at the level of job satisfaction of employees. From 17 articles on this mini review, we can find fact that employee performance have psotive correlation with job satisfaction. Such as High-performance work system has a significant positive effection employee creativity and employee performance, and employee creativity also has a significant positive effect on employee performance. Also we can look from the employee themselves, employees who are able to learn the position and meaning of a brand through their well-informed manager are in a better position to develop their own performance and ability, and related to

company, it will give them possibility to have strong relationship to a brand, as well as to provide exceptional service to customers.

## REFERENCE

- Audenaert, M., Decramer, A., & George, B. (2021). How to foster employee quality of life: The role of employee performance management and authentic leadership. *Evaluation and Program Planning*, 85(January). <https://doi.org/10.1016/j.evalprogplan.2021.101909>
- Bezdrob, M., & Šunje, A. (2021). Transient nature of the employees' job satisfaction: The case of the IT industry in Bosnia and Herzegovina. *European Research on Management and Business Economics*, 27(2). <https://doi.org/10.1016/j.iedeen.2020.100141>
- Bhardwaj, A., Mishra, S., & Jain, T. K. (2020). An analysis to understanding the job satisfaction of employees in banking industry. *Materials Today: Proceedings*, 37(Part 2), 170–174. <https://doi.org/10.1016/j.matpr.2020.04.783>
- Chien, G. C. L., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality and Tourism*, 19(4), 473–495. <https://doi.org/10.1080/15332845.2020.1763766>
- Faramarzpour, M., Farokhzadian, J., Tirgari, B., Mangolian Shahrabaki, P., Borhani, F., & Rafati, F. (2021). Nurses' perceptions of hospital ethical climate and their job satisfaction. *Ethics, Medicine and Public Health*, 18. <https://doi.org/10.1016/j.jemep.2021.100664>
- Gross, H. P., Ingerfurth, S., & Willems, J. (2021). Employees as reputation advocates: Dimensions of employee job satisfaction explaining employees' recommendation intention. *Journal of Business Research*, 134(May), 405–413. <https://doi.org/10.1016/j.jbusres.2021.05.021>
- Jing, C., Keasey, K., Lim, I., & Xu, B. (2019). Financial constraints and employee satisfaction. *Economics Letters*, 183, 108599. <https://doi.org/10.1016/j.econlet.2019.108599>
- Jung, J. H., Yoo, J. J., & Arnold, T. J. (2021). The influence of a retail store manager in developing frontline employee brand relationship, service performance and customer loyalty. *Journal of Business Research*, 122(December 2019), 362–372. <https://doi.org/10.1016/j.jbusres.2020.09.010>
- Li, Q., & Zhang, H. (2021). The causal effect of option ownership on employee performance: Empirical evidence from personnel data. *Labour Economics*, 69(January). <https://doi.org/10.1016/j.labeco.2021.101966>
- Mgaiwa, S. J. (2021). Academics' job satisfaction in Tanzania's higher education: The role of perceived work environment. *Social Sciences & Humanities Open*, 4(1), 100143. <https://doi.org/10.1016/j.ssaho.2021.100143>
- Mobilio, S. B., Irish, T. R., Larson, J. W., Finnerty, M. W., & Sweetser, K. D. (2021). The few, the proud, the satisfied? The relationship between perceptions of public affairs and job satisfaction in the U.S. Marine Corps. *Public Relations Review*, 47(4), 102045. <https://doi.org/10.1016/j.pubrev.2021.102045>

- Muis, M., Nai'em, M. F., Arsin, A. A., Darwis, A. M., Thamrin, Y., & Hans, N. A. P. (2021). The effect of multiple role conflicts and work stress on the work performance of female employees. *Gaceta Sanitaria*, 35(2018), S90–S93. <https://doi.org/10.1016/j.gaceta.2020.12.025>
- Pavithra, S., & Deepak, K. V. (2021). The effect of social media on employees' job performance with reference to information technology (IT) sector in Bangalore. *Materials Today: Proceedings*, xxx. <https://doi.org/10.1016/j.matpr.2020.11.067>
- Raub, S., Borzillo, S., Perretten, G., & Schmitt, A. (2021). New employee orientation, role-related stressors and conflict at work: Consequences for work attitudes and performance of hospitality employees. *International Journal of Hospitality Management*, 94, 102857. <https://doi.org/10.1016/j.ijhm.2020.102857>
- Sainju, B., Hartwell, C., & Edwards, J. (2021). Job satisfaction and employee turnover determinants in Fortune 50 companies: Insights from employee reviews from Indeed.com. *Decision Support Systems*, May, 113582. <https://doi.org/10.1016/j.dss.2021.113582>
- Son, J. H., Kim, J. H., & Kim, G. J. (2021). Does employee satisfaction influence customer satisfaction? Assessing coffee shops through the service profit chain model. *International Journal of Hospitality Management*, 94(January), 102866. <https://doi.org/10.1016/j.ijhm.2021.102866>
- Ximenes, M., Supartha, W. G., Manuati Dewi, I. G. A., & Sintaasih, D. K. (2019). Entrepreneurial leadership moderating high performance work system and employee creativity on employee performance. *Cogent Business and Management*, 6(1). <https://doi.org/10.1080/23311975.2019.1697512>