Determinants of Employee Performance in Organizations: Adopting PRISMA Guidelines

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Information of Article

Abstract

Employee performance is a pivotal determinant of organizational success, reflecting how effectively individuals utilize their skills, motivation, and adaptability to achieve institutional goals. Despite extensive research, the concept remains ambiguously defined across disciplines, necessitating a systematic clarification. This study applies Walker and Avant's (2011) eight-step concept analysis method to refine and operationalize the concept of employee performance. A comprehensive literature review of thirty studies published between 2020 and 2025 was conducted, following PRISMA 2020 guidelines to ensure methodological rigor and transparency. The findings reveal that the defining attributes of employee performance include competence, motivation, and adaptability, supported by antecedents such as leadership, training, and organizational support. Consequences of high performance include increased productivity, innovation, and organizational competitiveness. Empirical referents identified encompass both quantitative measures (KPIs, output metrics) and qualitative assessments (engagement levels, behavioral indicators). This analysis contributes to theoretical clarity and provides a framework for scholars, managers, and policymakers to design effective performance evaluation systems. Ultimately, the study establishes employee performance as a multidimensional construct that integrates behavioral, cognitive, and contextual dimensions essential for achieving sustainable organizational growth.

1. Introduction

Employee performance is a multidimensional concept central to organizational success, reflecting the extent to which employees effectively achieve assigned goals, maintain productivity, and contribute to strategic outcomes. As a fundamental determinant of institutional growth and sustainability, employee performance influences efficiency, service quality, innovation, and overall competitiveness (Nduati & Wanyoike, 2022; Rahim et al., 2024). Within contemporary organizations, dynamic changes in work environments, technological advancements, and human resource management (HRM) practices necessitate a comprehensive understanding of performance and its underlying behavioral, organizational, and psychological determinants. Despite the proliferation of studies linking performance with engagement, motivation, and competency development, the conceptual clarity surrounding employee performance remains fragmented across disciplines and organizational contexts (Fallahnejad et al., 2023; Bribesh et al., 2024). Theoretical and empirical evidence emphasizes that employee performance is influenced by multiple interrelated factors including job satisfaction, training, work environment, and

leadership style (Basuki et al., 2022; Saputri et al., 2020). These determinants align with broader HRM frameworks that integrate employee engagement, perceived organizational support, and intrinsic motivation as key predictors of performance (Abdullahi et al., 2025; Otoo, 2024). Similarly, research in various cultural and industrial settings has identified competence, reward systems, and organizational trust as essential attributes fostering individual and collective performance outcomes (Wijayanti & Sari, 2023; Babanataj et al., 2025). Nevertheless, inconsistencies persist in how performance is defined, operationalized, and measured, with some studies adopting behavioral indicators while others emphasize task outcomes or contextual contributions (Aşkun et al., 2021; Hameed et al., 2023).

Conceptual analyses within management and nursing sciences have underscored the importance of using structured models, such as Walker and Avant's (2011) eight-step framework, to clarify complex constructs and ensure consistency in theoretical interpretation (Oliveira et al., 2020; Shoja et al., 2024). Applying this framework to employee performance provides a systematic pathway for identifying defining attributes, antecedents, and consequences, thereby addressing conceptual ambiguity and enhancing its applicability in both research and practice. Prior literature indicates that high-performing employees exhibit engagement, motivation, adaptability, and innovation qualities that are nurtured through supportive environments, continuous development, and strong leadership (Reza, 2024; Liang & Li, 2025). However, given the variability across organizational cultures, sectors, and countries, a refined conceptual analysis is required to unify diverse perspectives into a coherent understanding of what constitutes employee performance and how it manifests in modern organizations. Therefore, this study aims to analyze and clarify the concept of employee performance using Walker and Avant's (2011) method of concept analysis. By synthesizing theoretical and empirical insights from multiple disciplines, the analysis seeks to identify the key attributes, antecedents, and consequences of employee performance, offering a clear operational definition that supports future research, managerial application, and policy development. This approach not only contributes to conceptual precision but also bridges gaps in understanding how employee performance drives organizational effectiveness in diverse institutional contexts (Mardhiah & Lubis, 2020; Budur & Poturak, 2021).

2. Methodology

This study utilized Walker and Avant's (2011) eight-step concept analysis method to systematically define and clarify the construct of employee performance within organizational and behavioral research. The method provided a structured approach to identifying key attributes, antecedents, and consequences. A comprehensive search was conducted across Scopus, Web of Science, ProQuest, and Google Scholar for studies published between 2020 and 2025, using keywords such as employee performance, competence, motivation, and organizational effectiveness. Guided by PRISMA 2020 procedures, the screening process ensured methodological transparency and rigor, resulting in the inclusion of 30 relevant studies. The stages of identification, screening, eligibility, and inclusion are visually summarized in Figure 1, demonstrating the systematic flow of article selection and validation.

2.1 Selection of the Concept

The concept of employee performance was selected for its pivotal role in determining organizational productivity and its conceptual ambiguity across disciplines. It is often interchangeably used with productivity, engagement, and goal achievement, which dilutes its theoretical precision (Nduati &

Wanyoike, 2022; Rahim et al., 2024). As organizations adapt to global and digital transformations, understanding employee performance becomes essential to aligning human capability with strategic outcomes (Aşkun et al., 2021; Tuffaha, 2020). The concept was chosen to unify its behavioral, cognitive, and outcome-related dimensions within a coherent framework (Liang & Li, 2025; Otoo, 2024). This selection ensures a holistic understanding that reflects modern performance expectations and aligns with evolving HRM strategies.

2.2 Determination of the Aim of Analysis

The primary aim of this concept analysis is to define and refine employee performance by identifying its core attributes, antecedents, and consequences. The analysis seeks to integrate fragmented perspectives across HRM, organizational psychology, and leadership studies (Fallahnejad et al., 2023; Liang & Li, 2025). It further aims to construct an operational definition that links competencies, engagement, and adaptability to measurable outcomes (Basuki et al., 2022; Wijayanti & Sari, 2023). The overall goal is to enhance theoretical understanding and practical assessment frameworks for organizations striving to improve performance management (Abdullahi et al., 2025). Through this, the study contributes to both scholarly knowledge and practical HR interventions that drive organizational growth.

2.3 Identification of All Uses of the Concept
The term employee performance appears in various disciplines, each emphasizing different dimensions. In human resource management, it refers to efficiency and goal attainment (Basuki et al., 2022). In psychology, it involves motivation, persistence, and emotional engagement (Hameed et al., 2023). In public administration, it is linked to accountability and service quality (Otoo, 2024; Iskamto, 2023). In strategic management, it serves as a mediator between leadership, innovation, and competitive advantage (da Cruz Carvalho et al., 2020; Abdullahi et al., 2025). These usages reflect both process-oriented and outcome-based interpretations (Mardhiah & Lubis, 2020; Liang & Li, 2025). By consolidating these views, the current study identifies employee performance as a multidimensional construct integrating skill, motivation, and adaptability across diverse organizational contexts.

2.4 Determination of Defining Attributes
The defining attributes of employee performance consistently identified in the literature include competence, motivation, and adaptability (Walker & Avant, 2011). Competence refers to the technical skills and knowledge that enable employees to complete tasks effectively (Wijayanti & Sari, 2023). Motivation encompasses the internal drive and commitment to achieving organizational goals (Rahim et al., 2024). Adaptability captures creativity, resilience, and flexibility in dynamic environments (Reza, 2024; Liang & Li, 2025). Together, these attributes form a multidimensional understanding of performance as both an ability and a behavioral construct (Budur & Poturak, 2021). In this study, these defining features establish the foundation for operationalizing employee performance in future empirical research.

2.5 Identification of a Model Case
A model case represents the ideal example of employee performance encompassing all defining attributes. For instance, an operations manager who efficiently leads a project, adapts to unforeseen challenges, and inspires team collaboration demonstrates high competence, motivation, and adaptability

(Nduati & Wanyoike, 2022). Similarly, a healthcare professional who provides excellent patient care while maintaining high morale and professional growth reflects the complete construct of performance (Budur & Poturak, 2021; Otoo, 2024). These examples illustrate how employee performance manifests as a synergy of skills, engagement, and situational responsiveness (Liang & Li, 2025). The model case thus acts as a standard for identifying high-performing individuals in organizational practice.

2.6 Identification of Borderline, Related, and Contrary Cases

Borderline cases partially exhibit the attributes of employee performance, such as technically skilled employees who lack enthusiasm or adaptability (Sungmala & Verawat, 2021). Related cases involve concepts like job satisfaction and employee engagement, which affect performance but do not represent it fully (da Cruz Carvalho et al., 2020; Abdullahi et al., 2025). Contrary cases lack all core features for example, disengaged or underperforming employees who fail to meet organizational expectations (Mardhiah & Lubis, 2020). These distinctions enhance conceptual clarity by delineating performance from associated yet distinct constructs (Basuki et al., 2022; Iskamto, 2023). Recognizing these variations supports accurate theoretical and empirical application of the concept.

2.7 Identification of Antecedents and Consequences

Antecedents of employee performance include leadership support, effective training, motivation, and a positive organizational culture (Basuki et al., 2022; Saputri et al., 2020). Supportive environments enable engagement and productivity, while lack of recognition or poor communication can hinder outcomes (Abdullahi et al., 2025). Consequences of high performance include improved innovation, customer satisfaction, and organizational competitiveness (Budur & Poturak, 2021; Rahim et al., 2024). Effective performance also leads to reduced turnover and enhanced employee well-being (Otoo, 2024; Liang & Li, 2025). Understanding these cause-and-effect dynamics allows organizations to design evidence-based strategies for sustaining performance excellence.

2.8 Definition of Empirical Referents

Empirical referents are observable indicators used to measure employee performance. Quantitative metrics include productivity ratios, task completion rates, and key performance indicators (KPIs) (Hameed et al., 2023; Tuffaha, 2020). Qualitative measures such as supervisor appraisals, peer reviews, and self-evaluation provide insights into behavior and engagement (Liang & Li, 2025; Wijayanti & Sari, 2023). Additionally, digital assessment tools and customer satisfaction surveys are increasingly used to evaluate real-time performance (Reza, 2024). Together, these methods create a holistic and evidence-based framework for assessing performance. The selection and integration of these indicators ensure both reliability and validity in organizational performance assessment.
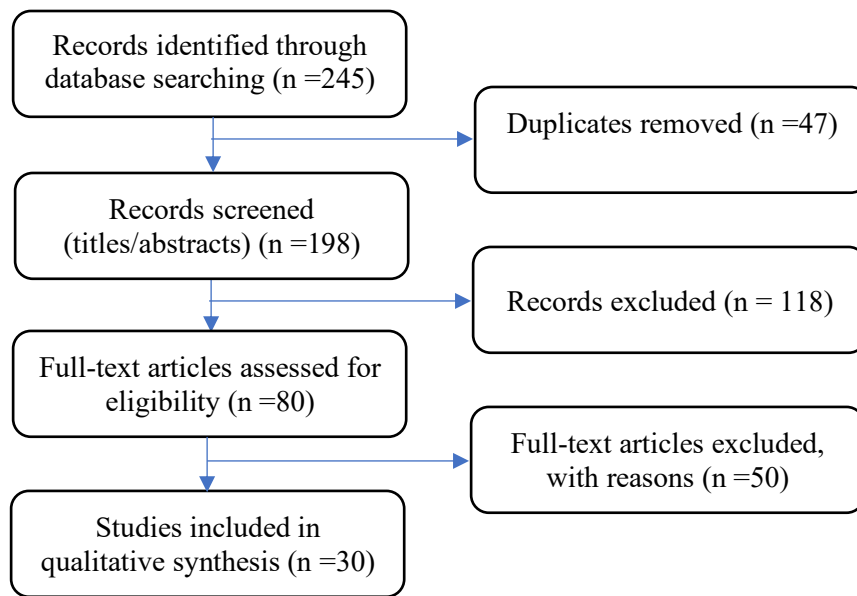
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Fig. 1. PRISMA-style flow diagram

3. Results of Concept Analysis

The concept analysis synthesized findings from thirty peer-reviewed studies published between 2020 and 2025, applying Walker and Avant's (2011) framework to refine the construct of employee performance. The results, summarized in Table 1, demonstrate that employee performance is a multidimensional concept encompassing cognitive, behavioral, and contextual aspects. It reflects the extent to which employees effectively utilize their competence, motivation, and adaptability to achieve organizational goals. Although the studies employed diverse methodologies including quantitative surveys, PLS-SEM analyses, and qualitative case studies they converge on identifying motivation, competence, and organizational support as core determinants.

3.1 Defining Attributes

The defining attributes derived from the reviewed studies highlight the essential components that constitute employee performance. Three dominant attributes were consistently identified: competence, motivation, and adaptability. Competence refers to employees' technical proficiency, knowledge, and skill required to achieve job-specific outcomes (Wijayanti & Sari, 2023; Fallahnejad et al., 2023). Motivation encompasses intrinsic and extrinsic factors driving employees to maintain productivity and achieve organizational objectives (Rahim et al., 2024; da Cruz Carvalho et al., 2020). Adaptability reflects flexibility, creativity, and responsiveness to organizational and environmental changes (Reza, 2024; Liang & Li, 2025). Studies such as Basuki et al. (2022) and Budur & Poturak (2021) reinforce that these attributes collectively enable employees to contribute effectively to both individual and collective success. Additionally, competence and motivation are reinforced by contextual enablers such as organizational support and leadership, which sustain employee engagement and performance continuity (Otoo, 2024). Therefore, employee performance can be defined as the observable and measurable outcome of skill application, motivated effort, and adaptive behavior directed toward achieving institutional goals.

Table 1. Descriptive data of the research studies

No.	Citation	Setting (Domain)	Key Attributes (Conceptual / Methodological)
1	Nduati & Wanyoike (2022)	Kenya; organizational management	Desk review on performance practices and organizational effectiveness.
2	Rahim et al. (2024)	Malaysia; banking and insurance	SEM study linking risk culture, satisfaction, and performance.
3	Fallahnejad et al. (2023)	Iran; banking sector	SEM showing performance criteria and participation improve job performance.
4	Bribesh et al. (2024)	Libya; higher education	HRM factors identified as drivers of employee performance.
5	Bui et al. (2021)	Vietnam; university academics	Study on career ambition and ideological development effects.
6	Oliveira et al. (2020)	Brazil; geriatric nursing	Concept analysis using Walker and Avant to clarify frailty attributes.
7	Shoja et al. (2024)	Iran; ostomy care centers	Concept analysis defining attributes and antecedents of colostomy nursing care.
8	Brewer (2021)	USA; nursing ethics	Concept analysis describing institutional betrayal in nursing workplaces.
9	Babanataj et al. (2025)	Iran; nursing organizations	Walker and Avant analysis defining organizational trust attributes in nursing.
10	Tayob (2021)	South Africa; caregiver empowerment program	Qualitative study developing a framework to empower NGO caregivers.
11	Tuffaha (2020)	Global; organizational management	Literature review identifying determinants influencing employee performance.
12	Hameed et al. (2023)	Pakistan; offshore business processing firms	SEM study linking HRM attributions, stress management, and performance.
13	Aşkun et al. (2021)	Turkey; performing arts organizations	Comparative study analyzing performance factors by evaluation method.
14	Barghini & Bonti (2024)	Italy; human resource management	Systematic review clarifying digital HRM and sustainability relations.
15	Liang & Li (2025)	China; sustainable HRM research	Conceptual framework integrating sustainable HRM and employee performance.
16	Otoo (2024)	Ghana; police service	SEM study showing employee performance mediates HRM practices and effectiveness.
17	Wijayanti & Sari (2023)	Indonesia; organizational management	Literature review linking employee competency with improved performance outcomes.
18	Ramadhani et al. (2025)	Indonesia; correctional institution	Quantitative study showing quality, environment, and discipline enhance performance.
19	Mustaqim et al. (2024)	Indonesia; financial institutions	PLS analysis linking engagement and competence to employee performance.
20	Reza (2024)	Indonesia; manufacturing sector	Regression analysis showing innovation and work environment improve performance.
21	Abdullahi et al. (2025)	Nigeria; small and medium enterprises	PLS-SEM study linking perceived support, job satisfaction, and performance.

No.	Citation	Setting (Domain)	Key Attributes (Conceptual / Methodological)
22	Basuki et al. (2022)	Indonesia; manufacturing organization	Regression analysis showing leadership and motivation improve employee performance.
23	Saputri et al. (2020)	Indonesia; environmental consultancy	Regression study confirming training and development enhance employee performance.
24	da Cruz Carvalho et al. (2020)	Timor-Leste; coffee cooperative	PLS analysis showing motivation and satisfaction boost performance.
25	Iskamto (2023)	Indonesia; government institution	Quantitative study revealing organizational culture significantly influences performance.
26	Mardhiah & Lubis (2020)	Indonesia; financial management agency	SEM study showing competence, rewards, and satisfaction enhance performance.
27	Sungmala & Verawat (2021)	Thailand; multinational corporations	Regression study showing engagement strongly predicts performance outcomes.
28	Marewo et al. (2020)	Zimbabwe; secondary education	Mixed-method case study assessing motivation's role in employee performance.
29	Ridwan et al. (2020)	Indonesia; private universities	Path analysis linking support, commitment, and citizenship to performance.
30	Budur & Poturak (2021)	Iraq; SMEs service sector	Survey showing customer satisfaction mediates performance and loyalty.

3.2 Antecedents

Antecedents refer to the conditions that must exist before employee performance can occur. The synthesis identified several recurring antecedents, including training and development, leadership, motivation, organizational culture, and perceived organizational support. Training and development equip employees with necessary competencies to enhance their effectiveness (Saputri et al., 2020; Fallahnejad et al., 2023). Leadership and supervision play a central role in shaping employee engagement and work ethics (Basuki et al., 2022; Otoo, 2024). Motivation acts as a psychological trigger influencing both effort and persistence (da Cruz Carvalho et al., 2020; Rahim et al., 2024). Organizational culture fosters shared values, collaboration, and innovation, which further enhance performance outcomes (Iskamto, 2023; Abdullahi et al., 2025). Additionally, perceived organizational support builds trust and job satisfaction, reinforcing employees' commitment to performance excellence (Nduati & Wanyoike, 2022). Together, these antecedents establish a supportive climate that encourages employees to apply their capabilities optimally, directly impacting organizational effectiveness and competitiveness.

3.3 Consequences

The consequences of employee performance extend beyond individual achievements to organizational-level outcomes. High levels of performance contribute to increased productivity, innovation, job satisfaction, and organizational growth (Budur & Poturak, 2021; Liang & Li, 2025). Empirical findings demonstrate that effective performance leads to improved customer satisfaction and loyalty, reinforcing long-term sustainability (Rahim et al., 2024; Otoo, 2024). On a broader scale, it strengthens team cohesion, reduces turnover, and promotes continuous learning cultures (Basuki et al., 2022). Conversely, low performance results in inefficiency, diminished morale, and reduced organizational competitiveness (Mardhiah & Lubis, 2020). Studies such as Abdullahi et al. (2025) and Reza (2024) emphasize that the

collective improvement of employee performance positively transforms operational effectiveness and service quality.

3.4 Empirical Referents

Empirical referents provide measurable indicators that operationalize the concept of employee performance. Quantitative indicators include key performance indicators (KPIs), productivity ratios, sales targets, and output measures (Hameed et al., 2023; Tuffaha, 2020). Qualitative indicators include supervisor assessments, self-evaluations, and 360-degree performance reviews (Wijayanti & Sari, 2023; Liang & Li, 2025). Behavioral indicators such as initiative, collaboration, and problem-solving ability are also recognized as valid measures (Reza, 2024; Sungmala & Verawat, 2021). Increasingly, digital HR systems integrate data-driven dashboards and performance analytics, enhancing objectivity and real-time monitoring (Basuki et al., 2022). These referents ensure that employee performance is quantifiable, observable, and comparable across contexts, allowing organizations to make informed decisions about development, promotion, and retention (Abdullahi et al., 2025). Together, these indicators operationalize performance as both an outcome and a continuous process of professional growth.

3.5 Summary of Findings

The concept analysis revealed that employee performance is a multidimensional and context-dependent construct encompassing cognitive, behavioral, and motivational dimensions. Its defining attributes competence, motivation, and adaptability represent the core elements that distinguish effective employees across industries (Rahim et al., 2024; Wijayanti & Sari, 2023). The antecedents emphasize leadership, training, culture, and support as key enablers, while consequences highlight innovation, productivity, and organizational sustainability (Basuki et al., 2022; Budur & Poturak, 2021). The empirical referents identified ensure that the concept can be observed and measured through quantitative and qualitative indicators (Hameed et al., 2023; Liang & Li, 2025). Collectively, the findings provide conceptual clarity, reinforcing that employee performance is not merely an outcome of individual behavior but a dynamic construct shaped by organizational and contextual factors. This refined understanding offers a foundational framework for future empirical research and practical performance management strategies across diverse organizational environments.

4. Discussion
4.1 Theoretical Implications

From a theoretical perspective, this concept analysis contributes to the refinement and operationalization of employee performance within management literature. It reinforces the multidimensional nature of the construct by linking competence, motivation, and adaptability as the core attributes influencing performance outcomes (Wijayanti & Sari, 2023; Reza, 2024). This supports frameworks such as the Social Exchange Theory and Human Capital Theory, which posit that performance is an outcome of reciprocal relationships between employees and organizational systems (Abdullahi et al., 2025; Otoo, 2024). Furthermore, the analysis provides theoretical clarity on how performance serves as a mediating construct connecting HR practices, employee engagement, and organizational effectiveness (Fallahnejad et al., 2023; Liang & Li, 2025). By applying Walker and Avant's (2011) model, this study strengthens conceptual boundaries, distinguishing performance from related but distinct constructs such as satisfaction or engagement. Theoretically, it advances a holistic understanding of performance as both an outcome of competence and an evolving behavioral process influenced by motivation and contextual

adaptability.

4.2 Management and Policy Implications
For management and policymakers, the clarified definition of employee performance provides a foundation for designing effective performance management systems. Organizational leaders must recognize that performance is not merely output-based but also shaped by the work environment, organizational support, and leadership behavior (Basuki et al., 2022; Saputri et al., 2020). Policymakers and HR professionals should adopt strategies that enhance competence through structured training, motivate through fair reward systems, and cultivate adaptability through innovation-oriented cultures (Rahim et al., 2024; Abdullahi et al., 2025). In public institutions and SMEs, integrating performance evaluation frameworks with transparent criteria and feedback mechanisms can enhance accountability and service delivery (Otoo, 2024). Moreover, national and corporate policies should prioritize continuous learning and digital upskilling to sustain workforce relevance amid rapid technological change (Liang & Li, 2025). These implications emphasize that performance improvement requires alignment between individual capabilities and institutional strategies.

4.3 Practical Applications
In practice, the clarified concept of employee performance offers a roadmap for organizations to design targeted interventions that foster excellence and engagement. Managers can apply the findings by implementing competency-based assessments, motivational leadership styles, and adaptive work systems (Budur & Poturak, 2021; Reza, 2024). Training programs should emphasize both technical and soft skills, enabling employees to perform efficiently while navigating organizational change (Wijayanti & Sari, 2023). Furthermore, performance appraisals should integrate both quantitative metrics such as key performance indicators (KPIs) and qualitative dimensions like teamwork, creativity, and commitment (Hameed et al., 2023). The incorporation of data-driven evaluation tools, supported by digital HR analytics, enhances transparency and objectivity in performance measurement (Basuki et al., 2022). For organizations in developing economies, adopting evidence-based performance models ensures consistency and promotes a culture of accountability and continuous improvement (Abdullahi et al., 2025).

4.4 Future Research Directions
Future research should build upon this conceptual foundation by empirically testing the relationships among the identified attributes, antecedents, and outcomes of employee performance. Quantitative studies using advanced modeling techniques such as PLS-SEM or longitudinal designs could validate the mediating role of motivation and competence in diverse organizational contexts (Rahim et al., 2024; Otoo, 2024). Comparative cross-sector analyses between public, private, and non-profit institutions can provide further insights into cultural and contextual differences in performance determinants (Nduati & Wanyoike, 2022; Fallahnejad et al., 2023). Additionally, exploring the impact of digital transformation and remote work environments on employee adaptability and engagement represents an emerging research priority (Liang & Li, 2025). Scholars should also investigate how leadership ethics, emotional intelligence, and artificial intelligence-based HRM tools influence long-term performance outcomes (Reza, 2024). Finally, integrating interdisciplinary perspectives from psychology, management, and organizational behavior can enhance the theoretical robustness and practical relevance of employee performance as a central construct in future workforce studies.

5. Conclusion

This concept analysis provided a comprehensive and structured understanding of *employee performance* through the application of Walker and Avant's eight-step framework. The analysis clarified the core defining attributes of the concept competence, motivation, and adaptability and emphasized their interconnected role in influencing individual and organizational effectiveness. By synthesizing diverse theoretical and empirical perspectives, the study established that employee performance is not limited to task completion but reflects a dynamic process shaped by cognitive ability, behavioral engagement, and contextual adaptability. The findings also underscored the significance of supportive leadership, training, and organizational culture as critical antecedents, while improved productivity, innovation, and service quality emerged as major consequences. Furthermore, this analysis highlighted the necessity for organizations to move beyond traditional performance metrics and adopt multidimensional assessment frameworks that integrate behavioral, qualitative, and quantitative indicators. Such an approach ensures that performance management systems remain relevant in the evolving digital and global workplace.

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