

Factors Affecting Employee Performance (Literature Study of Human Resource Management)

Andri

Bina Sarana Informatika

Corresponding Author e-mail: andrioey522@gmail.com**Article History:**

Received: 17-07-2026

Revised: 04-08-2026

Accepted: 04-08-2026

Keywords: Human Resource Management, Performance, Work Environment, Job Satisfaction, Work Motivation

Abstract: This study aims to analyze the factors affecting employee performance through a literature review in the field of Human Resource Management. The factors examined in this study include work environment, job satisfaction, and work motivation. This study employed a library research method by reviewing relevant literature sources and analyzing them qualitatively to identify the factors that most influence employee performance. The findings indicate that the work environment has an effect on employee performance, job satisfaction has an effect on employee performance, and work motivation also has an effect on employee performance. Therefore, these three factors play an important role in improving employee performance within organizational settings.

How to Cite: Rina Wahyuni Adetiana (2026). *The Influence of Service Quality and Customer Satisfaction on Purchasing Decisions at PT XYZ*. 4(3). pp. 290-296
<https://doi.org/10.61536/escalate.v4i03.563>

<https://doi.org/10.61536/escalate.v4i03.563>This is an open-access article under the [CC-BY-SA License](#).**Introduction**

In today's competitive business world, employee performance is a key factor in achieving organizational success. Organizations with high employee performance tend to achieve their business goals better and can compete in an increasingly complex market (Abbas, DS, et al. (2020). Introduction to management for public and business organizations. Therefore, a good understanding of the factors that influence employee performance is very important for management in developing effective strategies in human resource management.

Human Resource Management (HRM) plays a central role in managing factors that influence employee performance. HRM is responsible for recruiting, developing, motivating, and retaining qualified employees (Kadarisman, M. (2012). In this context, a literature review of factors that influence employee performance can provide a deeper understanding of how these factors interact and impact employee performance.

Through literature review, researchers and practitioners can gather knowledge and insights from previous research conducted in the field of Human Resource Management. By analyzing and synthesizing these findings, they can identify the factors that most influence employee performance. This will assist management in designing policies and best practices in managing human resources to improve employee performance. Therefore, this study aims to fill the knowledge gap regarding the factors that influence employee performance through a literature review in the field of Human Resource Management. It is hoped that this study will provide a more comprehensive understanding of these factors and provide practical guidance for management in improving employee performance. This

research will involve searching and analyzing related literature in the field of Human Resource Management.

Using a literature analysis approach, this study will collect data from various relevant literature sources. This data will then be analyzed qualitatively to identify factors influencing employee performance.

Literature review

1. Performance

According to Armstrong and Baron (2014), performance can be defined as "the results achieved by an individual or group in carrying out their duties and responsibilities." Performance includes goal achievement, productivity, work quality, innovation, adherence to procedures, and contribution to organizational success. According to Robbins and Judge (2017), performance can be defined as "work outcomes that reflect the extent to which individuals achieve their work goals." Performance involves effectiveness (the extent to which goals are achieved) and efficiency (the extent to which goals are achieved using available resources). According to Noe, Hollenbeck, Gerhart, and Wright (2017), performance is "the quality and quantity of work results achieved by an individual or group in achieving organizational goals." Performance includes goal achievement, competence in carrying out tasks, level of contribution to organizational success, and adaptability to change.

Thus, performance can be defined as the actual work results achieved by individuals or groups in carrying out their tasks. Performance encompasses goal achievement, productivity, work quality, contribution to organizational success, and factors such as motivation, job satisfaction, and commitment to the organization. The definition of performance also includes aspects of effectiveness (the extent to which goals are achieved) and efficiency (the extent to which

goals are achieved using available resources). In theory, there are many factors that can influence a person's performance. According to Akbar, S. (2018), an employee's performance is influenced by performance, leadership, work environment, work ethic, and job satisfaction. In line with what was stated by Rofiliana, L., & Rofiuddin, M. (2021), factors that influence performance are employee needs, work motivation, job satisfaction, and work participation. Meanwhile, according to Zulkifli, Z. (2022), factors that influence employee performance include leadership, motivation, and job satisfaction.

It is important to note that these factors can interact and influence each other in influencing a person's performance. In addition, the factors that influence performance can vary depending on the organizational context and the individual concerned. The aspects assessed to measure a person's performance can vary depending on the organizational context and the measurement objectives. The following are some common aspects that are often assessed to measure individual performance, including Goal Achievement, Productivity, Work Quality, Competence and Skills, Initiative and Creativity, Collaboration and Cooperation, Compliance and Adherence to Rules, Problem Solving Ability, Attitude and Work Ethics, Personal Development, Work environment is the context or conditions in which an individual works.

2. Work environment

The work environment refers to everything that surrounds an individual while working, including physical, social, and psychological factors that influence their work experience. In general, the work environment consists of the physical environment, which includes everything related to the physical conditions of the workplace, such as temperature, noise, lighting, room layout, and work facilities. These factors can affect the comfort, health, and safety of individuals in the workplace. Next is the social environment, which involves the relationship between individuals and coworkers, superiors, and other parties in the organization. Factors such as organizational culture, communication, collaboration, social support, and work climate can shape the social environment in the workplace.

According to Robbins and Judge (2019), the work environment encompasses everything surrounding an individual while working, including physical conditions, organizational culture, relationships between employees, and the quality of interactions with superiors and coworkers. According to Schneider, Brief, and Guzzo (1996), the work environment is a collection of organizational characteristics that collectively influence the individuals who work within it. This includes organizational norms, policies, job demands, social support, and the quality of work relationships. According to Hackman and Oldham (1976), the work environment consists of elements perceived by individuals working, including the tasks they perform, social relationships in the workplace, and the physical environment in which they work.

It's important to remember that work environments can vary across organizations and can impact individual well-being and performance. Defining and understanding the work environment can help organizations design strategies and policies that support employee well-being and productivity.

3. Job satisfaction

Job satisfaction is an individual's subjective evaluation of their job and the relevant work environment. It is the level of satisfaction, happiness, or personal fulfillment a person feels toward their work. Job satisfaction can be influenced by various factors, including job features, salary and rewards, development and promotion opportunities, and work-life balance. High job satisfaction can have various positive impacts on both individuals and organizations, such as increased motivation, performance, commitment, and mental well-being (Jufrizen, J., & Sitorus, TS, 2021). Therefore, understanding the factors influencing job satisfaction is important for human resource management and creating an adequate work environment for employees.

4. Motivation

Work motivation is an internal drive or force that drives individuals to achieve goals, achieve, and behave productively in the context of work. It is a psychological factor that influences an individual's energy level, intensity, and persistence in carrying out work tasks. There are two factors that influence motivation: External motivation, motivation that comes from external factors that provide incentives or pressure on individuals to take action or achieve certain goals. These external motivational factors can be rewards and recognition, punishments and sanctions, and the internal work environment. Meanwhile, Internal motivation is motivation that comes from within the individual, including needs, interests, desires, ambitions, or personal satisfaction. These internal motivational factors include personal needs, interests and desires, personal goals, and achievement and self-satisfaction. It is important to note that external and internal motivation can interact and impact each other. External motivation can trigger internal motivation if an individual feels satisfaction or personal achievement from external incentives, while internal motivation can increase the response to external motivational factors. Work motivation is crucial for human resource management to create conditions that support high levels of motivation within an organization (Yanuari, Y., 2019). This can positively impact individual performance, productivity, and the achievement of overall organizational goals.

Research methods

This study uses a literature analysis method (library research), Arikunto, S., 2014 stated that the library research method is a series of studies that use data collection methods from various library sources such as books, encyclopedias, scientific journals, newspapers, magazines, and documents. which involves collecting data from various literature sources related to Human Resource Management. Relevant data is then analyzed qualitatively to identify factors that influence employee performance. Based on the literature study conducted, factors that influence employee performance can be grouped into several categories including work environment, job satisfaction and work motivation. The aim is to critically examine and review the knowledge, ideas, and findings in relevant academic literature, and formulate their theoretical and methodological contributions to the topic under study (Adlini, MN, et al., 2022). The focus of this research is to find theories, laws, postulates, principles, or ideas that can be used to analyze and solve the formulated research questions. This research is descriptive, where the

collected data is analyzed systematically to provide clear understanding and explanation to the reader.

Results and Discussion

Relationship between Work Environment and Performance

The work environment involves the presence of supporting facilities and infrastructure, as well as social aspects that facilitate workers in carrying out their duties. Organizational members or employees engaged in the same work, sharing responsibilities, or facing similar challenges need an environment that supports their collaboration. The work environment encompasses all opportunities that enable employees to contribute productively, safely, and enjoyably. Hernawan (2022) states that a good quality work environment can contribute to increased production and employee performance, which in turn will increase organizational effectiveness and reduce costs incurred by the company.

Several studies have shown a positive relationship between a positive work environment and employee performance. A positive work environment includes comfortable physical conditions, a positive organizational culture, effective communication, social support, and good working relationships between coworkers and superiors. Research by Sugianti (2020)

The Influence of the Work Environment on Employee Performance. The work environment significantly influences employee performance with a correlation of 0.732, indicating a strong relationship with a contribution of 53.6%. Lestary, L., & Chaniago, H. (2017). Based on their research, there is a positive influence of work environment variables on employee performance variables. It can be concluded that the work environment does indeed influence employee performance. Similarly, research conducted by Irwan and Irfan (2021), Hernawan (2022), and Warongan et al. (2022) found that a good work environment has a positive impact on employee performance.

The Relationship Between Job Satisfaction and Performance

Job satisfaction and performance are intertwined. When someone is satisfied with their job, this tends to have a positive impact on their performance. Job satisfaction can increase motivation, engagement, and commitment to work, which in turn contributes to improved individual and team performance. Job satisfaction plays a role as a predictor of performance because there is a moderate correlation between job satisfaction and performance. Employees who are satisfied with their jobs tend to perform their tasks better according to established job descriptions. Studies show that positive feelings associated with job satisfaction can encourage creativity, improve problem-solving and decision-making skills, and enhance memory and the ability to acquire relevant information (Nurrohmat, A., & Lestari, R., 2021). Furthermore, positive feelings can also increase the level of persistence in carrying out tasks and attract more support and assistance from coworkers. Several indicators of performance satisfaction, according to Nabawi, R., 2019, include job satisfaction indicators such as enjoying one's job, loving one's job, work morale, discipline, and work achievement.

Research has shown that employees who are satisfied with their jobs tend to be more productive, more creative, and have lower absenteeism rates. When employees feel valued, have autonomy in their work, receive recognition for their contributions, and have good relationships with coworkers and superiors, they tend to achieve higher performance. Furthermore, job satisfaction is also associated with higher employee retention, where satisfied employees tend to stay with the organization longer and have lower turnover rates. In their research, Widayati, F., Fitria, H., & Fitriani, Y., 2020, stated that there is a simultaneous influence between job satisfaction and job loyalty on performance and showed a positive relationship between job satisfaction and job loyalty. Therefore, it can be concluded that there is a positive relationship between job satisfaction and performance. Job satisfaction can play an important role in improving individual and organizational performance as a whole (Wijaya, IK, 2018). This research is in line with other research conducted by Jufrizen, J., & Sitorus, TS, 2021, which found that job satisfaction has a positive and significant effect on work discipline. Therefore, companies need to

provide job satisfaction to employees in the form of incentives or rewards for their performance. This aims to increase employee motivation and work discipline.

The Relationship Between Work Motivation and Performance

Motivation is a factor that drives someone to voluntarily use their skills, expertise, energy, and time to carry out their assigned tasks and responsibilities. To motivate individuals to align with organizational goals, it is important to understand the motivations of those working within the organization. Motivation is a key factor determining individual behavior at work; in other words, behavior is a simple reflection of motivation (Majid, A., Hakim, AL, & Assadam, E., 2021).

Based on previous research, there is evidence that work motivation has a positive and significant influence on employee performance. As has been done by Jufrizen, J., & Sitorus, TS, (2021) showed that work motivation has a positive and significant influence on employee performance. Likewise, research conducted by Yanuari, (2019) entitled "Analysis of the Influence of Work Motivation and Work Environment on Employee Performance" states that there is a strong and positive influence between work motivation and work environment together on improving employee performance. Previous research also indicates that there is a parallel relationship between work motivation and performance, which means that the higher the employee's work motivation, the higher the resulting performance (Rizal, AS, 2019). Work motivation plays an important role in generating, directing, and maintaining behavior related to the work environment. As previously explained, work motivation is one of the factors that influence a person's performance (Asmawiyah, A., Mukhtar, A., & Nurjaya, N., 2020).

Therefore, it can be stated that work motivation has a positive and significant influence on employee performance. High work motivation contributes to increased individual performance. Furthermore, there is a direct relationship between work motivation and performance, where the higher a person's work motivation, the higher the resulting performance. Work motivation plays a crucial role in motivating and directing individual behavior in the work environment. Therefore, a good understanding of individual motivation in organizations is crucial to motivating individuals to align with organizational goals.

Conclusion

The conclusions from the results of this library research are as follows:

1. The work environment influences employee performance, a good work environment includes comfortable physical conditions, a positive organizational culture, effective communication, social support, and good working relationships between colleagues and superiors.
2. Job satisfaction affects employee performance. When employees feel appreciated, have autonomy in their work, receive recognition for their contributions, and have good relationships with coworkers and superiors, they tend to achieve higher performance.
3. Work motivation influences employee performance; the higher a person's work motivation, the higher their performance. Work motivation plays a crucial role in motivating and directing individual behavior in the workplace.

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