

Investigating Key Determinants Of Performance Management: A Systematic Literature Review

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Abstract

The purpose of this research is to investigate the determinants of performance management. Additionally, this study aims to provide information related to the publication of articles on the theme of performance management. The method used is a Systematic Literature Review with a PRISMA approach. The data utilized is sourced from the Scopus database. The selection of data is based on predetermined inclusion criteria, resulting in a total of 50 articles from the years 2020 to 2024. The findings of this research indicate that the number of publications on performance management has increased from 2020 to 2024, demonstrating growing attention to this topic. Furthermore, this study identifies the determinants affecting performance management: culture, human resources, innovation, leadership, strategy, social capital, planning, employee commitment, regulatory/policy, and technology.

Keywords: *Organization, Performance, Performance Management, PRISMA, Systematic Literature review.*

INTRODUCTION

The Performance Management Process focuses on observing and monitoring employee contributions to organizational goals, identifying areas for improvement throughout the process (Vuong & Nguyen, 2022). Effective performance management fosters ongoing dialogue between employees, managers, and the Human Resources department, aiming to expand the skills and capabilities necessary for employees to enhance their performance and succeed in their roles (Striteska, 2012). Therefore, performance management can be described as a structured process for managing employee performance in achieving organizational objectives. This approach includes performance planning, monitoring, measurement, assessment, and employee development. The concept emphasizes the importance of clarifying expectations, providing feedback, and offering support and development to employees. Performance management is crucial for companies as it enhances employee productivity and overall organizational performance. Research indicates that Performance Management Systems (PMS) are key in evaluating, assessing, and improving employee performance (VK et al., 2023; Siraj & Hågen, 2023). Ongoing research in this field helps managers develop systems synchronized with real-time data, which drives performance improvements. Effective performance management strategies can lead to higher employee engagement, increased efficiency, and improved business outcomes (Sahlin & Angelis, 2019). Performance management in the business environment has become a primary focus for organizations striving to boost productivity, efficiency, and competitive advantage. Performance management encompasses a range of processes, practices, and systems designed to optimize achieving individual, team, and organizational goals. However, the effectiveness of performance management heavily relies on a deep understanding of the key factors influencing its implementation and outcomes. Although the literature on performance management has expanded significantly, a substantial need remains for more comprehensive and detailed research on the key determinants influencing performance management. By better understanding the factors affecting performance management, organizations can develop more effective best practices to enhance individual and organizational performance.

Previous research has attempted to identify various factors influencing performance management, but there is no consensus on the most important and significant impactful variables. Therefore, this study

aims to investigate the key determinants of performance management through a Systematic Literature Review (SLR) approach. By analyzing relevant and recent studies, this research aims to provide deeper insights into the most influential factors in the success of performance management implementation and outcomes. This is expected to significantly contribute to the development of sustainable management theory and practice.

LITERATURE REVIEW

Performance management is a continuous process involving the identification, measurement, and development of individual performance while aligning it with the organization's strategic goals (Aguinis, 2009). Caldwell (2000) defines performance management as a proactive partnership between staff and management to support employees in achieving optimal performance and attaining organizational goals, principles, and initiatives. Performance management is at the core of an effective human resource management strategy, enabling organizations to systematically assess and enhance individual contributions to the company's objectives. By emphasizing collaboration between management and employees, performance management monitors performance and stimulates employee professional and personal development, reinforces motivation and loyalty, and fosters innovation within the organization. According to Bacal (1999), performance management can be described as an ongoing communication process between an employee and their direct supervisor. This process involves setting clear expectations and understanding the tasks to be performed. Meanwhile, Armstrong (2004) defines performance management as an integrated and structured strategy to improve employee performance and develop team and individual contributor capabilities for the company's long-term success. Many previous studies have discussed performance management, such as those conducted by DeNisi & Murphy (2017), Schleicher et al. (2018), Pulakos et al. (2018), Brown et al. (2019), and Cunha et al. (2018), among others. Although much research has addressed performance management, there is still a need for further development in this area. Performance management is a systematic process where organizational performance can be improved by enhancing individual performance within a team framework. It is a way to achieve superior performance by communicating expectations, defining roles within the required competencies framework, and setting achievable benchmarks. The literature has identified several issues with traditional Performance Management (PM) systems, arguing that PM is broken and needs to be fixed (Levy et al., 2017). Previous research indicates that employees' perceptions of performance appraisals significantly impact their satisfaction and individual performance.

Methodology

This study adopts a Systematic Literature Review (SLR) as a qualitative research method to investigate key determinants of performance management. As noted by Strijker et al. (2020), qualitative studies prioritize descriptive analysis over complex statistical modeling, enabling a deeper understanding of the studied phenomena. Qualitative methods are particularly suited for examining complex contexts, allowing for nuanced interpretations that capture the diversity of human experiences (Sekaran & Bougie, 2016).

The use of SLR is justified by its capacity to inform the development of theoretical frameworks, support the design of new methodologies, and shape future research directions. SLR aims to systematically identify, evaluate, and synthesize relevant empirical studies that meet pre-defined criteria to address specific research questions or hypotheses (Snyder, 2019). This study follows established SLR protocols as outlined by Tranfield et al. (2003) and Kitchenham (2004), which have been widely adopted in management and information systems research (e.g., Almaqtari et al., 2020; Nguyen et al., 2020; Hazaea et al., 2021). The Scopus database was selected due to its extensive multidisciplinary coverage and inclusion of high-quality, peer-reviewed literature.

Two research questions guided the review process:

RQ1: What are the publishers, publication years, and countries represented in prior performance management research?

RQ2: What are the determinant variables of performance management identified in previous studies?

3.1 Article Identification

To retrieve relevant studies, a keyword-driven search strategy was developed. The term “performance management” was used to ensure a broad capture of the literature. This general keyword strategy allowed for comprehensive coverage and facilitated subsequent stages of screening and synthesis.

3.2 Boolean Search

Boolean search operators, particularly AND, were employed to refine the search by linking relevant concepts. The search was restricted to articles published between 2020 and 2024, focusing exclusively on quantitative studies to ensure consistency in methodological rigor.

3.3 Inclusion Criteria

Three primary inclusion criteria were applied: (1) empirical studies directly addressing the research questions, (2) studies explicitly discussing performance management, and (3) original articles from peer-reviewed international journals in English. All selected articles were retrieved from the Scopus database and processed using the PRISMA framework, as visually outlined in Figure 1.

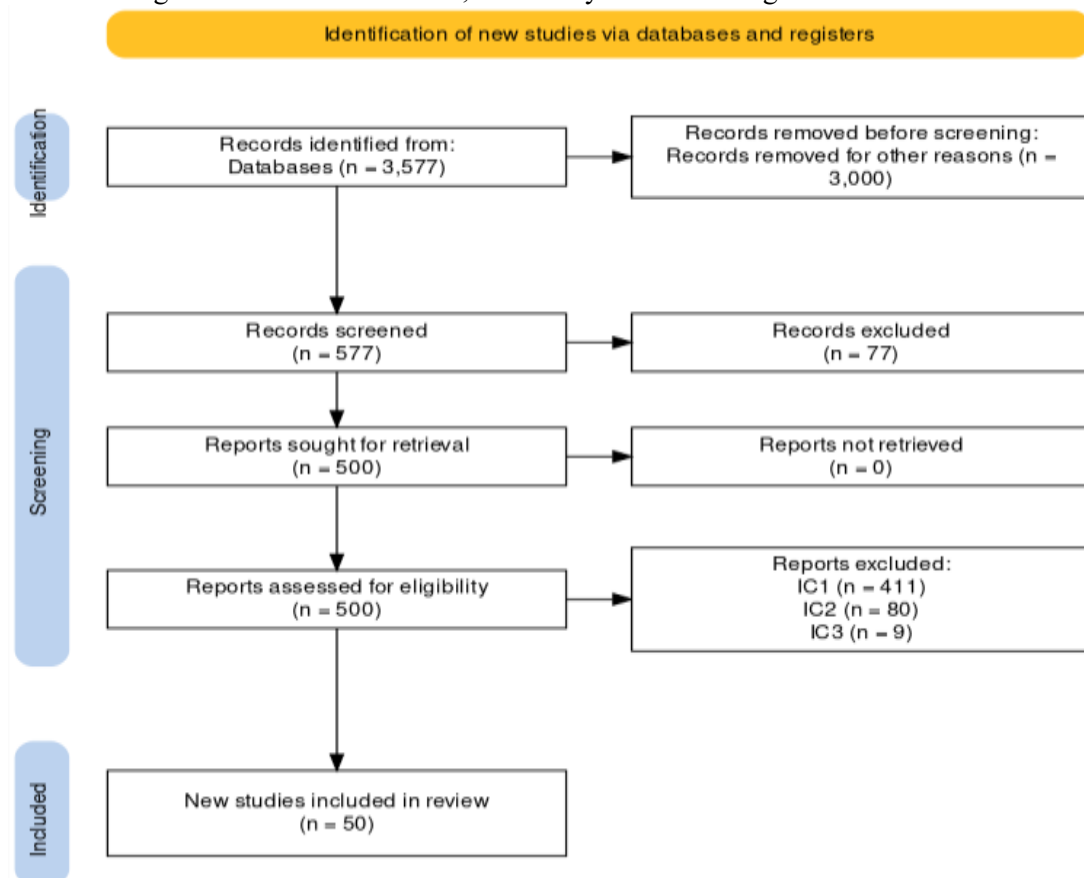


Figure 1. PRISMA Flow Diagram

3.1. Data Extraction and Synthesis

In this stage, articles that meet the predetermined criteria are selected. Various tools are used to analyze each chosen article. Microsoft Excel content analysis and manual extraction techniques are employed to gather the necessary data for this research. The next step is to present the results and discussion derived from the analyzed studies.

DISCUSSION AND RESULTS

1.1 Publishers and Citations

The analysis of 50 selected articles revealed significant variation in publisher output and citation impact (Table 1). Emerald published the most articles (10), followed by Taylor & Francis and Elsevier (7 each). However, MDPI and Springer Nature—despite publishing only 5 articles each—garnered the highest citations (84), indicating higher research influence and relevance in performance management studies.

Table 1. Publisher and citation

Publisher	Number of Articles	Citations
Emerald	10	66
Taylor & Francis	7	69
Elsevier	7	28
MDPI	5	84
Springer Nature	5	84
IGI Global	2	7
Assumption University	1	3
Pompea College of Business, University of New Haven	1	2
E3s Web Of Conferences	1	4
Tehran Urban Research and Planning Center	1	14
University of Jordan, Deanship of Scientific Research	1	0
Cognitione Foundation for the Dissemination of Knowledge and Science	1	4
Virtus Interpress	1	0
Universidade De Sao Paulo	1	1
SCMS Group of Educational Institutions	1	1
International Conference on Cyber and IT Service Management, CITSM	1	0
Institute of Computer Science	1	4
Growing Science	1	214
Iranian Association for Ethics in Science and Technology	1	1
Transpublika Publisher	1	29

These patterns reflect the importance of not only publication quantity but also research visibility and citation metrics in evaluating scholarly contribution.

4.2 Journal Sources

The analysis of journal sources revealed a broad distribution of articles across various scholarly outlets, with most journals contributing only a single article to the corpus. However, The TQM Journal, published by Emerald, appeared twice, reflecting a relatively higher level of engagement with performance management topics. In addition, the journal Sustainability, published by MDPI, demonstrated notable relevance with three articles included in the review, suggesting growing academic interest in sustainability-linked dimensions of performance management.

Despite the limited frequency of article contributions per journal, several publications recorded substantial citation impact. For instance, the Journal of Manufacturing Technology Management reported 35 citations for its single article, while Public Performance & Management Review and Journal of Cleaner Production followed closely with 30 and 34 citations, respectively. Furthermore, Management Science Letters, published by Growing Science, stood out with the highest citation count—214 citations from a single article—indicating an exceptional influence on the discourse in this field.

Other journals such as Environmental Science and Pollution Research, Journal of Engineering and Technology Management, and Journal of Quality in Maintenance Engineering also made meaningful contributions with moderate citation counts. These findings illustrate not only the diversity of publication venues but also the interdisciplinary appeal of performance management as a research area, spanning fields such as management, engineering, environmental science, and public administration. This distribution of sources reinforces the importance of performance management research across various sectors and disciplines.

4.3 Yearly and Geographic Trends

Figure 2 illustrates an **increasing trend** in publications from 2020 (6 articles) to 2023 (17 articles), confirming rising academic attention toward performance management. Figure 3 further shows that **India** leads in contributions (7 articles), followed by **Thailand** (6) and **Malaysia** (5). This indicates regional leadership and a growing global research footprint on this subject.

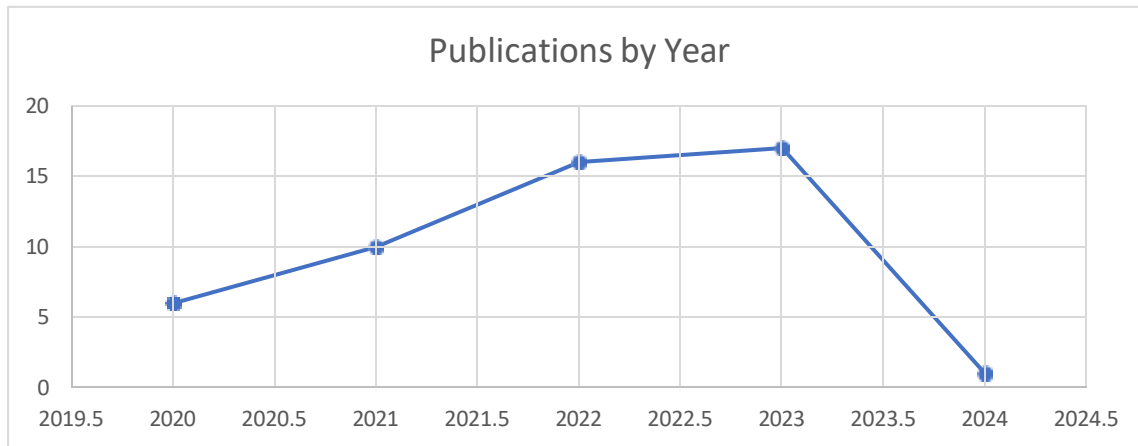


Figure 2. Publications by Year

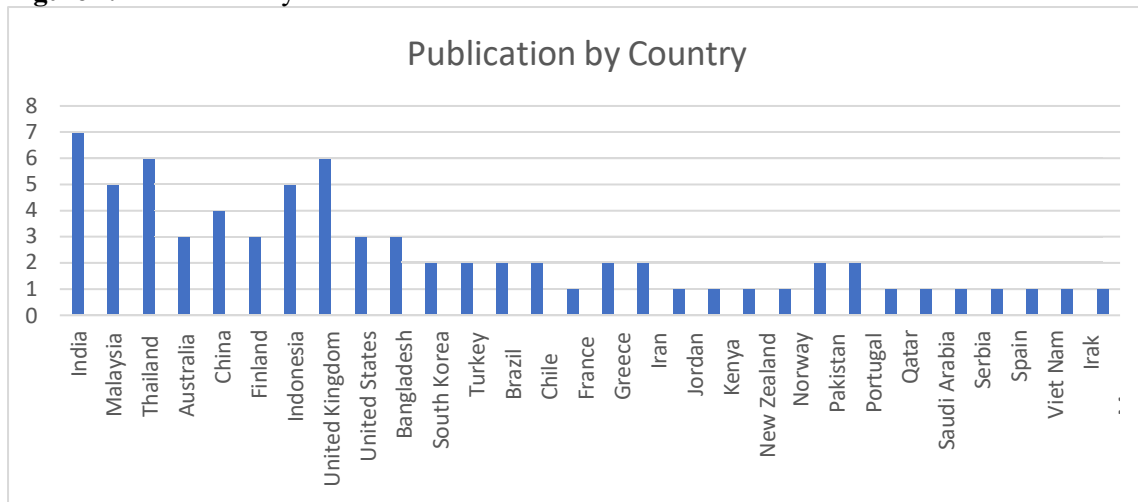


Figure 3. Publications by Country

4.4 Subject Area Distribution

Figure 4 reveals that the **Business, Management, and Accounting** field dominates with 31 publications. Other contributing disciplines include **Social Sciences** (14), **Environmental Science** (12), and **Engineering** (11), confirming the topic's cross-disciplinary relevance.

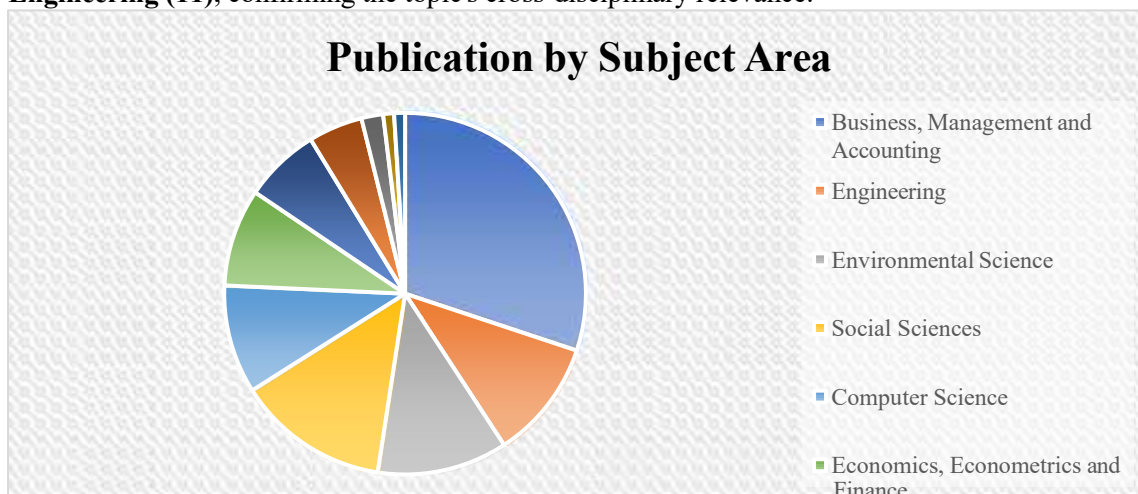


Figure 4. Publications by Subject Area

4.5 Determinant Factors of Performance Management

Based on content analysis, Table 3 synthesizes the 11 key variables that influence performance management across the reviewed literature.

Table 3. Variable determinant performance management

No.	Variable Determinant	Number of Articles	Source
1.	Culture	5	Iqbal et al. (2024); Zhang et al. (2023); Gazy et al. (2022); Shah et al. (2023); Noordiatmoko et al. (2023)
2.	Human Resource	4	Noordiatmoko et al. (2023); Vernard et al. (2023); Zahrani (2022) Muisyo et al. (2022)
3.	Innovation	2	Somwethee et al. (2022); Gazy et al. (2022)
4.	Leadership	2	Rangsungnoen (2023); Gazy et al. (2022)
5.	Strategy	3	Rangsungnoen (2023); Oyadomari et al. (2023); Soewarno (2022)
6.	Social Capital	1	Jääskeläinen et al. (2023)
7.	Planning	1	Oyadomari et al. (2023)
8.	Employee	4	Darvazeh et al. (2023); Fernandez & Ganesan (2023) Patwary et al. (2023) Bhardwaj & Jain (2023)
9.	Commitment	1	Jääskeläinen et al. (2023)
10.	Regulatory/Policy	2	Noordiatmoko et al. (2023) Dwivedi et al. (2022)
11.	Technological	2	Sunghthong et al. (2023) Dwivedi et al. (2022)

Table 3. Determinant Variables of Performance Management

Variable	No. of Articles	Key Sources (Examples)
Culture	5	Iqbal et al. (2024), Shah et al. (2023)
Human Resource	4	Muisyo et al. (2022), Zahrani (2022)
Innovation	2	Somwethee et al. (2022), Gazy et al. (2022)
Leadership	2	Rangsungnoen (2023), Gazy et al. (2022)
Strategy	3	Soewarno (2022), Oyadomari et al. (2023)
Social Capital	1	Jääskeläinen et al. (2023)
Planning	1	Oyadomari et al. (2023)
Employees	4	Patwary et al. (2023), Bhardwaj & Jain (2023)
Commitment	1	Jääskeläinen et al. (2023)
Regulatory/Policy	2	Dwivedi et al. (2022), Noordiatmoko et al. (2023)
Technology	2	Sunghthong et al. (2023), Dwivedi et al. (2022)

CONCLUSION AND FURTHER STUDY

Based on the above explanation, it can be concluded that there is a trend of increasing interest in performance management in the literature over time. The number of publications on performance management has increased from 2020 to 2024, indicating growing attention to this topic. Additionally, this research reflects diverse contributions from various countries in understanding and developing performance management practices. India, Malaysia, and Thailand are identified as major contributors to the literature on performance management. Therefore, it can be concluded that previous research has

provided a comprehensive overview of publishers, publications by year, and country contributions in understanding performance management. Based on the findings from the systematic literature review examining the determinants of performance management, it can be concluded that there are various variables influencing performance management. Culture, human resources, innovation, leadership, strategy, social capital, planning, employees, commitment, regulation/policy, and technology are some key factors playing significant roles in achieving optimal performance. These findings highlight the complexity and multidimensionality of performance management, emphasizing the importance of a holistic understanding of these various aspects to design and implement effective performance management strategies in today's diverse and dynamic organizational contexts. Thus, this research provides valuable insights for practitioners and academics to enhance their understanding and practice of performance management in a more result-oriented manner. Suggestions for further research include exploring the interactions and relationships between these determinant variables in the context of performance management. Future studies could focus on identifying complex patterns among these factors and understanding how they interact and influence each other in affecting organizational performance. Additionally, research could delve deeper into the practical implications of these findings, including the development of frameworks or evaluation tools that can assist organizations in designing more effective and adaptive performance management strategies.

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