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Determination of Employee Performance: Analysis of Employee Involvement, Job Satisfaction, Path Career and Remuneration

Esti Liana¹, Nur Khusniyah indrawati²

¹Universitas Brawijaya, Indonesia, estimrshartono@gmail.com

²Universitas Brawijaya, Indonesia, nur_khusniyah@ub.ac.id

Corresponding Author: estimrshartono@gmail.com¹

Abstract: The purpose of this literature review is to develop hypotheses for future researchers conducting research related to employee performance. The research article on employee performance determination: analysis of employee engagement, job satisfaction, career paths, and remuneration is a scientific literature article in the field of human resource management. The approach used in this literature review is descriptive qualitative. The data collection technique used is literature study or reviewing previous relevant articles. The data used in this study is secondary data, sourced from academic online media such as Thomson Reuters Journal, Sage, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Springer, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. Empirical data is used to support the phenomena occurring in this study. In this study, previous research relevant to each topic was used, with one article reviewed for each topic. The results of the literature review are as follows: 1) Employee involvement influences employee performance; 2) Job satisfaction influences employee performance; 3) Career path influences employee performance; and 4) Remuneration influences employee performance.

Keywords: Employee Performance, Employee Involvement, Job Satisfaction, Career Path, Remuneration

INTRODUCTION

The global industry is currently entering the era of revolution 5.0, where every industrialization is beginning to develop and implement advanced technology and robots (internet of things) based on artificial intelligence to carry out every command or task given (Horvat et al., 2025). So companies or people just need to put the right commands (prompts) into the robot or computer device (Denny et al., 2024). This is considered more effective and efficient, which will ultimately have an impact on the productivity and performance of the company (Yu & Qi, 2024).

According to research conducted by Susanto, Sawitri, et al., (2024), that company performance in Indonesia is influenced by the resources owned by the company itself. In this case, human resources are a major factor in determining the direction of a company or organization's performance. Where employees perform well, this has a positive impact on

company performance, and companies are reluctant to terminate the employment of employees who perform well (Azeem et al., 2021).

However, the rate of layoffs in Indonesia continues to rise despite the COVID-19 pandemic.

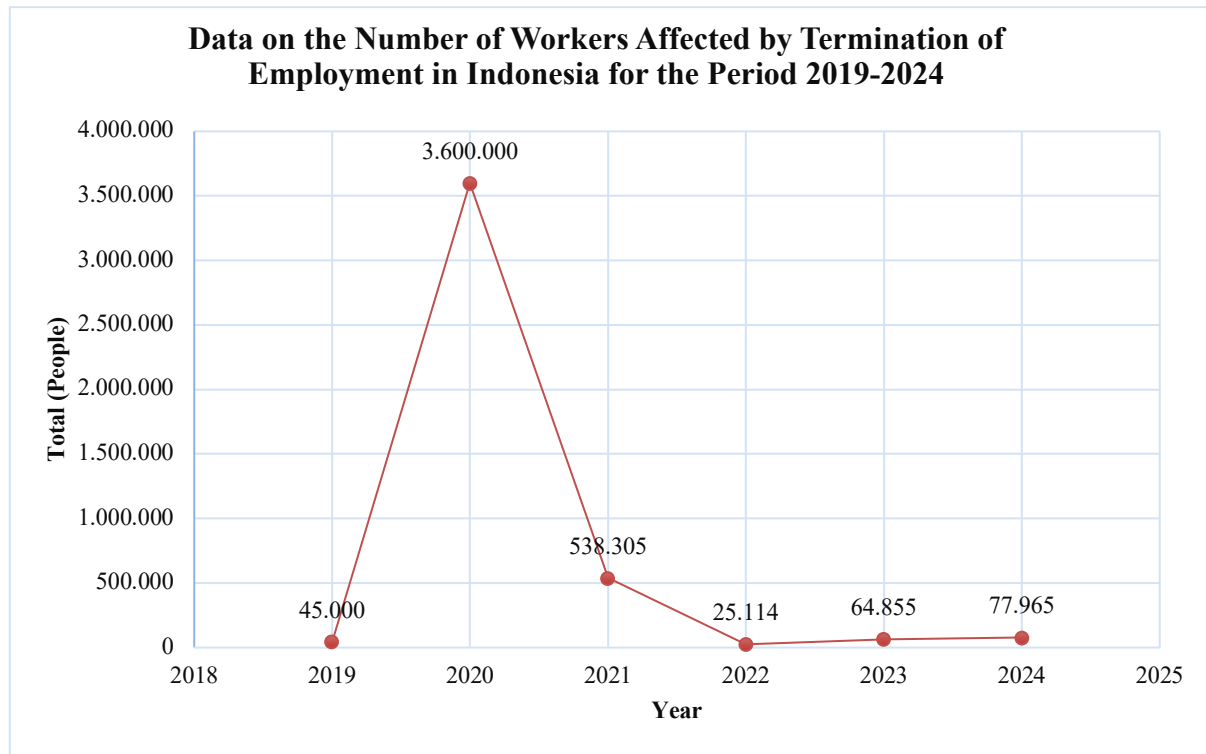


Figure 1. Data on the Number of Workers Affected by Termination of Employment in Indonesia for the Period 2019-2024

Source: satudata.kemnaker.go.id & data.goodstats, 2025

Figure 1 shows data on the number of workers in Indonesia who were laid off during the 2019-2024 period. The graph shows that the number of layoffs increased sharply in 2020 due to the direct impact of the COVID-19 pandemic that hit the global economy, including Indonesia, forcing companies to take efficiency measures. In 2020, the number of workers laid off reached 3,600,000 people, in 2021, the number of workers laid off was 538,305 people, then in 2022 it was 25,114, in 2023 it increased compared to the previous year to 64,855, and in 2024 the number of workers laid off increased to 77,965 people.

However, according to Susanto, Sawitri, et al., (2024b) and (Azeem et al., 2021), terdapat korelasi yang sangat jelas antara kinerja karyawan dan keputusan perusahaan untuk terminating employment. They emphasized that human resources (HR) are the most important strategic element in determining the direction and success of an organization. As a result, high-performing employees tend to be retained, even in times of crisis, because their contribution to organizational productivity is considered significant (Mujtaba, 2022). Where employee performance becomes a form of indirect protection against the risk of job loss (Lee et al., 2023).

The downward trend in layoffs above can be interpreted as an effort by companies to recover and adapt, where the focus on strengthening human resource performance through training, employee engagement, career paths, and good compensation systems has become an important strategy. This reinforces the argument that improving employee performance not only improves company performance, but also significantly reduces the likelihood of layoffs.

Problem Formulation

Based on the background of the problem above, the following problem formulations can be used as hypotheses for further research: 1) Does employee involvement affect employee performance?; 2) Does job satisfaction affect employee performance?; 3) Does career path affect employee performance?; and 4) Does remuneration affect employee performance?.

METHOD

This study uses a descriptive qualitative approach. The technique used in qualitative research is literature review. This method was chosen because it allows researchers to understand the concepts related to employee performance comprehensively, with a focus on the meaning and dimensions found in employee performance, employee involvement, job satisfaction, career path, and remuneration. Descriptive qualitative data collection and analysis allow researchers to tailor their approach to the needs of the research and the characteristics of the subjects being studied (Darmalaksana, 2020).

The data used in this study were obtained from previous studies related to employee performance, employee involvement, job satisfaction, career path, and remuneration. The researcher will analyze the literature obtained to identify patterns and trends in the concept of employee performance. By using previous studies and other references, the researcher is expected to develop stronger research-based arguments and contribute to a broader understanding of employee performance, (Susanto, Arini, et al., 2024).

The type of data used in this study is secondary data, which utilizes data from various reputable academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, Web of Science, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and reliable. The use of multiple sources also enables researchers to gain a more comprehensive understanding of employee performance from various perspectives (Silitonga et al., 2017).

RESULTS AND DISCUSSIONS

Results

The following are the findings of the study, taking into account the context and problem formulation:

Employee Performance

Employee performance refers to the results achieved by an employee in carrying out his or her duties and responsibilities in accordance with the standards set by the organization (Hajiali et al., 2022). Performance can be measured by productivity, quality of work, timeliness, and contribution to the achievement of organizational goals. Factors such as skill, motivation, work environment, and management support influence employee performance (AR et al., 2022).

Indicators or dimensions found in employee performance variables include: 1) Quantity of work: Measuring how much work is completed by employees in a given period of time; 2) Quality of Work: Assessing the precision, accuracy, and conformance of work results to predetermined standards; 3) Timeliness: Ability to complete work by the specified deadline; and 4) Teamwork: Demonstrates the ability to work and interact with co-workers to achieve common goals (AR, Muhammad Thamrin Saribanon et al., 2023).

Employee performance variables are relevant to previous research conducted by: (Susanto, Syailendra, et al., 2023), (Sawitri et al., 2023), (Saputra et al., 2023).

Employee Involvement

Employee Involvement is the level of participation and active contribution of employees in decision making, problem solving and improvement initiatives in the workplace (King et al., 2020). This involvement can take the form of providing input, teamwork, or participation in quality improvement programs. The goal is to increase employee ownership and motivation toward the organization (Neirotti, 2020).

Indicators or dimensions found in the employee involvement variable include: 1) Participation in Decision Making: Employees are given space to express ideas, opinions, or solutions to problems in the workplace; 2) Commitment to Organizational Goals: The degree to which employees support and implement the organization's vision and mission; 3) Concern for Organizational Performance: A sense of ownership of results and responsibility for the success of the team/organization; and 4) Initiative at Work: Employees actively seek ways to improve work processes without being told to do so (van Assen, 2021).

The variable of employee involvement is relevant to previous research conducted by: (Santhoshkumar et al., 2024), (Klein, 2024), (Schwarz et al., 2023), (Charoensukmongkol & Puyod, 2024).

Job Satisfaction

Job satisfaction is the positive or negative feelings employees have about their jobs. It reflects the extent to which employees' needs, expectations, and personal values are met by their work experience (Ariani, 2023). Factors that influence job satisfaction include pay, work environment, relationships with co-workers and supervisors, and opportunities for personal development (Saputra & Mahaputra, 2022b).

Indicators or dimensions found in the Job Satisfaction variable include: 1) Satisfaction with Pay and Benefits: Employees' perceptions of whether the compensation they receive is commensurate with their workload; 2) Satisfaction with Relationships with Supervisors: The extent to which interpersonal relationships with supervisors create a pleasant work atmosphere; 3) Satisfaction with Coworkers: The ability to work comfortably and harmoniously with co-workers; and 4) Satisfaction with Job Tasks: Whether daily work is considered interesting, challenging, or boring (Yunita et al., 2023).

Job satisfaction variables are relevant to previous studies conducted by: (Putri et al., 2023), (Sudiantini & Saputra, 2022), (Susanto, Sawitri, et al., 2023), (Jaya Sakti et al., 2021).

Path Career

A career path is a series of positions or levels of professional development that an employee can pursue within an organization over the course of his or her career. It includes promotions, training, and work experience that help employees achieve their career goals. Effective career path planning can increase employee motivation and retention (Sawitri et al., 2023).

The indicators or dimensions contained in the Path Career variable include: 1) Opportunities for advancement: The possibility of advancement within the organizational structure; 2) Opportunities for skill development: The availability of training, courses, or mentoring to improve skills; 3) Career Path Clarity: Clear information about how careers can progress within the organization; and 4) Internal mobility: Opportunities to move to another unit or role within the organization as part of personal development (Lestari & Emi, 2021).

The Path Career variable is relevant to previous research conducted by: (Supardi, 2023), (A. A. Ali et al., 2023), (Bonneton, 2023), (Fujino & Sato, 2022).

Remuneration

Remuneration is the system of rewards an organization provides to employees in exchange for their contributions. It includes not only base salary, but also benefits, bonuses, incentives, facilities, and other welfare programs. The purpose of remuneration is to attract, motivate, and retain quality employees while creating fairness and job satisfaction (N. P. Putra et al., 2023).

Indicators or dimensions contained in the Remuneration variable include: 1) Base salary: The basic compensation employees receive on a regular basis in exchange for their work; 2) Benefits and bonuses: Additional incentives based on performance, length of service, or certain conditions; 3) Non-monetary benefits: Such as insurance, company vehicles, work laptops, comfortable workspaces; 4) Compensation Fairness: The perception among all employees that the pay system is fair and transparent (Susanto, Sugiyanto, et al., 2024).

Remuneration variables are relevant to previous research conducted by: (Joniaková et al., 2022), (Reza Putra & Gupron, 2020), (A. R. Putra et al., 2022), (Didit & Nikmah, 2020).

Previous Research

Based on the above findings and previous studies, the research discussion is formulated as follows:

Table 1. Results of Previous Relevant Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Mendonça et al., 2021)	-The variable of employee involvement affects employee performance at the Ministry of Agriculture and Fisheries, Dili, Timor-Leste. -The variable of work environment affects employee performance at the Ministry of Agriculture and Fisheries, Dili, Timor-Leste. -The variable of teamwork affects employee performance at the Ministry of Agriculture and Fisheries, Dili, Timor-Leste.	This article has similarities in examining the variable Employee Involvement as the independent variable and examining the variable Employee Performance as the dependent variable.	-The difference from previous studies lies in the variables Work Environment and Teamwork as other independent variables. -Another difference is that the research was conducted at the Ministry of Agriculture and Fisheries, Dili, Timor-Leste.
2	(Rinny et al., 2020)	-Compensation variables affect employee performance at Mercubuana University -Job promotion variables affect employee performance at Mercubuana University	This article has similarities in examining the variable of Job Satisfaction as the independent variable and examining the variable of	-The difference with previous studies is that Compensation and Job Promotion are included as additional independent variables.

		-Job satisfaction variables affect employee performance at Mercubuana University	Employee Performance as the dependent variable.	-Another difference is that the research was conducted at Mercubuana University.
3	(Normi, 2024)	-Motivation variables affect employee performance at the Medan City DISKOMINFO Office -Career path variables affect employee performance at the Medan City DISKOMINFO Office -Work discipline variables affect employee performance at the Medan City DISKOMINFO Office	This article has similarities in examining the Career Path variable as the independent variable and examining the Employee Performance variable as the dependent variable.	-The difference with previous studies is that there are two additional independent variables, namely Motivation and Work Discipline. -Another difference is that the research was conducted at the Medan City Communication and Information Office.
4	(Paulus, 2023)	-Remuneration variables affect employee performance -Work discipline variables affect employee performance -Motivation variables affect employee performance	This article has similarities in examining the Remuneration variable as the independent variable and examining the Employee Performance variable as the dependent variable.	The difference with previous studies lies in the variables of Work Discipline and Motivation as other independent variables.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous related research:

1. The Influence of Employee Involvement on Employee Performance

Based on a literature review and relevant previous research, it can be stated that employee involvement affects employee performance.

To improve employee performance through employee involvement, companies or organizations must do the following: 1) Participation in decision-making: When employees are involved in decision-making, they feel they have an important role in the organization; 2) Commitment to organizational goals: Highly involved employees will strive to align their actions with organizational goals and proactively contribute to the achievement of organizational goals; 3) Concern for organizational performance: A sense of concern for the success of the organization will foster collective enthusiasm; and 4) Initiative in the workplace: Employees who are actively involved will be more motivated to generate new ideas, find solutions to problems, and improve work systems without waiting for instructions.

If a company or organization can implement participation in decision-making, commitment to organizational goals, concern for organizational performance, and initiative in the workplace, it will have an impact on employee performance, including: 1) Work quantity: Employees become more productive because they are driven by internal motivation to contribute as much as possible; 2) Work quality: Work is done more carefully, responsibly, and in accordance with standards due to an emotional connection to the results of their work; 3) Timeliness: Employees become more disciplined and strive to complete tasks on time because they feel they play an important role in the smooth running of the work process; and 4) Teamwork: The collective spirit that arises from involvement creates synergy within the team. Employees are more cooperative and willing to work together for a common goal.

The results of this study are in line with previous research conducted by (Liu, 2021), (Mendonça et al., 2021), (Aslam & Haroon, 2021), which states that there is a relationship between employee involvement and employee performance.

2. The Influence of Job Satisfaction on Employee Performance

Based on a literature review and relevant previous research, it is stated that job satisfaction affects employee performance.

To improve employee performance through job satisfaction, companies or organizations must do the following: 1) Satisfaction with salary and benefits: When employees are involved in decision-making, they feel they have an important role in the organization; 2) Satisfaction with relationships with superiors: Highly engaged employees will strive to align their actions with organizational goals and proactively contribute to the achievement of organizational goals; 3) Satisfaction with coworkers: A sense of concern for the success of the organization will foster collective enthusiasm; and 4) Satisfaction with job tasks: Employees who are actively involved will be more motivated to generate new ideas, seek solutions to problems, and improve work systems without waiting for direction.

If a company or organization can implement satisfaction with salary and benefits, satisfaction with relationships with superiors, satisfaction with coworkers, and satisfaction with job tasks, it will have an impact on employee performance, including: 1) Work quantity: Employees become more productive because they are driven by internal motivation to contribute as much as possible; 2) Work quality: Work is done more thoroughly, responsibly, and according to standards because of an emotional attachment to the results of the work; 3) Timeliness: Employees become more disciplined and strive to complete tasks on time because they feel they play an important role in the smooth running of the work process; and 4) Teamwork: The collective spirit that arises from involvement creates synergy within the team. Employees are more cooperative and willing to work together for common goals.

The results of this study are in line with previous research conducted by (Rinny et al., 2020), (Riyanto et al., 2021), (Sabuhari et al., 2020), which states that there is a relationship between job satisfaction and employee performance.

1. The Influence of Path Career on Employee Performance

Based on a literature review and relevant previous research, it can be stated that career paths influence employee performance.

To improve employee performance through career paths, companies or organizations must do the following: 1) Opportunities for promotion: When employees see real opportunities for advancement, they are motivated to work harder and achieve their goals; 2) Opportunities for skill development: Training facilities, workshops, or self-development programs help employees improve their technical and non-technical competencies; 3) Clarity of career paths: Transparent information about career stages, promotion criteria, and development plans helps employees understand their professional goals within the

organization; and 4) Internal mobility: The opportunity to move to other departments or positions within the organization allows employees to gain new experiences and prevents burnout.

If a company or organization can implement opportunities for promotion, skill development, career path clarity, and internal mobility, it will have an impact on employee performance, including: 1) Work output: Employees are more productive because they are motivated by better career prospects; 2) Work quality: Improved skills and clarity of responsibilities enable employees to work better and in line with organizational standards; 3) Timeliness: Employees with career goals tend to be more disciplined and responsible in meeting deadlines; and 4) Teamwork: Effective career development fosters a collaborative work culture as employees understand that team success also contributes to individual growth.

The findings of this study align with previous research conducted by (Normi, 2024) and (Syarip et al., 2024), which stated that there is a significant influence between career paths and employee performance.

2. The Influence of Remuneration on Employee Performance

Based on a literature review and relevant previous research, it can be stated that career paths influence employee performance.

To improve employee performance through career paths, companies or organizations should do the following: 1) Base salary: A basic salary that is in line with industry standards and proportional to job responsibilities creates a sense of security and fairness for employees; 2) Allowances and bonuses: Performance-based incentives such as attendance bonuses, annual bonuses, or performance awards serve as additional motivators; 3) Non-monetary benefits: Work benefits such as health insurance, company cars, meal allowances, or training also have a significant impact on employee comfort and job satisfaction; and 4) Compensation fairness: A sense of fairness is created when the salary and benefit system is based on objective criteria such as performance, tenure, or position.

If a company or organization can implement base pay, benefits and bonuses, non-monetary benefits, and compensation fairness, it will have an impact on employee performance, including: 1) Work quantity: Employees become more productive because they are financially and psychologically motivated to contribute maximally; 2) Work quality: A supportive work environment and fair compensation encourage employees to be more diligent and professional; 3) Timeliness: An incentive system linked to target achievement motivates employees to complete tasks on time; and 4) Teamwork: When compensation is perceived as fair by all team members, it promotes solidarity and reduces internal conflicts often arising from unfair compensation.

The results of this study align with previous research conducted by (Paulus, 2023), (Widiastutik et al., 2022), (Cahyono et al., 2022), which stated that there is an influence between career paths and employee performance.

Conceptual Framework

The conceptual framework is determined based on the problem statement, research objectives, and previous studies relevant to the literature review in this study:

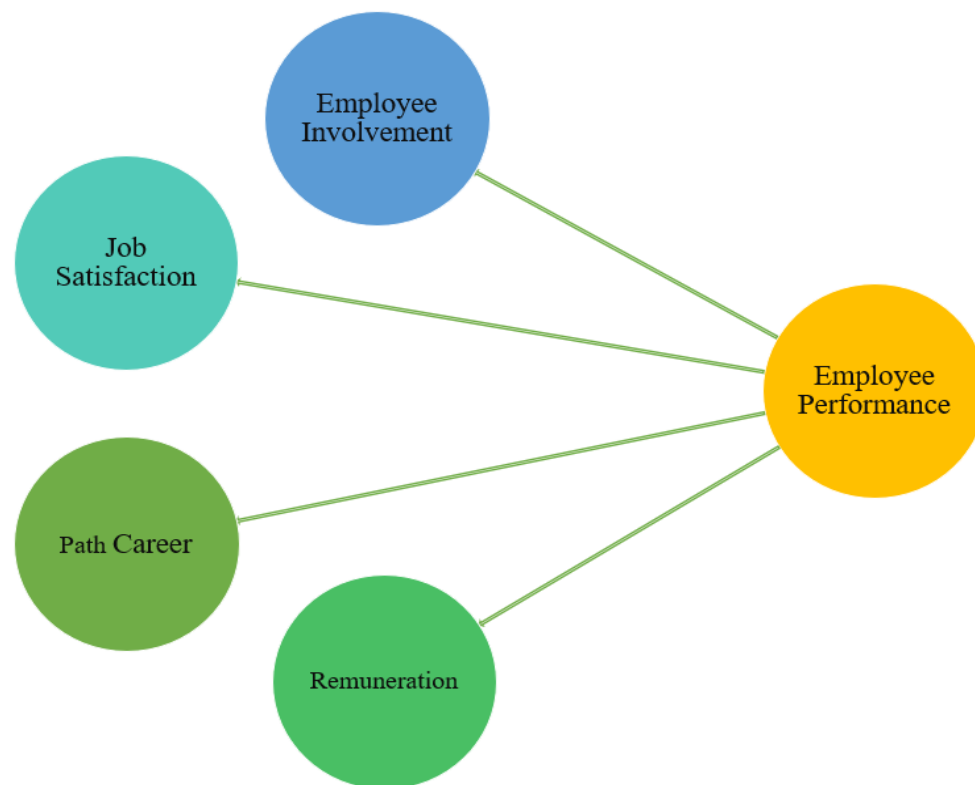


Figure 2. Conceptual Framework

Based on Figure 2 above, employee involvement, job satisfaction, career path, and remuneration influence employee performance. However, in addition to the variables of employee involvement, job satisfaction, career path, and remuneration that influence employee performance, there are other variables that influence it, including:

- 1) Work Environment: (Aldino & Franksiska, 2021), (Saputra & Mahaputra, 2022a), (Ilham & Budianto, 2023).
- 2) Co Worker: (Marescaux et al., 2021), (Shin et al., 2022), (Mostafa et al., 2021), (Koomson, 2024).
- 3) Work Culture: (Widodo, 2021), (Hafat & Ali, 2022), (H. Ali et al., 2022), (Susanto, Simarmata, et al., 2024).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this study are as follows:

1. Employee involvement affects employee performance;
2. Job satisfaction affects employee performance;
3. Career path affects employee performance; and
4. Remuneration affects employee performance.

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