

## DETERMINANTS OF ORGANIZATIONAL PERFORMANCE: A SYSTEMATIC REVIEW OF MANAGEMENT STUDIES

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### ABSTRACT

**Purpose:** Organizational performance has become a central issue in management research due to increasing environmental complexity and competitive pressures. This study aims to systematically review and synthesize the determinants of organizational performance identified in management studies, providing an integrated understanding of key influencing factors and research trends.

**Design/methodology/approach:** This study employs a systematic literature review by analyzing peer-reviewed journal articles indexed in reputable databases. The review follows PRISMA guidelines with clearly defined inclusion and exclusion criteria to ensure methodological rigor.

**Findings:** The results indicate that organizational performance is primarily influenced by human resource factors, leadership, strategic capabilities, innovation, and governance mechanisms. Dynamic capabilities and employee-related variables emerge as dominant determinants across studies.

**Research limitations/implications:** This review is limited to selected databases and publication periods, which may restrict the generalizability of findings.

**Practical implications:** Managers can use these findings to prioritize strategic and human resource initiatives to enhance organizational performance.

**Originality/value:** This study provides an integrative synthesis of organizational performance determinants and proposes future research directions.

**Paper type:** Literature review

**Keyword:** Organizational performance; Management studies; Determinants; Systematic literature review; Dynamic capabilities.

### A. INTRODUCTION

Organizational performance has long been recognized as a central construct in management studies, as it reflects an organization's ability to achieve strategic objectives, sustain competitiveness, and adapt to dynamic business environments. In an era characterized by rapid technological change, globalization, and increasing uncertainty, organizations are required to continuously enhance their performance through effective managerial practices, strategic alignment, and resource optimization.

Over the past decades, management scholars have extensively examined various determinants of organizational performance, including leadership styles, human resource practices, innovation capability, organizational culture, governance mechanisms, and strategic orientations. Despite this growing body of literature, existing studies remain fragmented, with inconsistent findings across contexts, industries, and methodological approaches. Many studies focus on isolated variables without offering an integrative understanding of how different determinants collectively influence organizational performance.

Furthermore, the proliferation of empirical research has made it increasingly difficult for scholars and practitioners to identify dominant themes, theoretical foundations, and research gaps within the field. While several review studies exist, a comprehensive and systematic synthesis that consolidates determinants of organizational performance across management disciplines is still limited. Therefore, a systematic literature review is necessary to synthesize prior research, classify key determinants, and provide a coherent framework that advances theoretical development and informs managerial practice. By systematically reviewing management studies on organizational performance, this research seeks to clarify prevailing trends, identify gaps, and propose directions for future research.

Organizational performance is a multidimensional construct that reflects an organization's effectiveness and efficiency in achieving its strategic objectives. In management literature, organizational performance has been examined through various theoretical perspectives, including the Resource-Based View (RBV), Dynamic Capability Theory, Human Capital Theory, and Contingency Theory. The RBV emphasizes the role of valuable, rare, inimitable, and non-substitutable resources in driving superior performance, while dynamic capability theory highlights an organization's ability to integrate, build, and reconfigure internal and external competencies in response to environmental changes. From a human resource management perspective, human capital theory suggests that employee skills, motivation, and engagement are critical determinants of organizational outcomes. Meanwhile, contingency theory posits that organizational performance is influenced by the alignment between internal organizational characteristics and external environmental conditions. These theoretical lenses have guided empirical studies in identifying various determinants of organizational performance across different organizational contexts and industries.

Although extensive research has explored the determinants of organizational performance, several gaps remain evident in the management literature. First, existing studies tend to examine determinants in isolation, resulting in fragmented insights and limited integrative understanding. Second, inconsistencies in empirical findings across contexts and methodological approaches indicate a lack of consensus regarding the most influential determinants of organizational performance. Third, prior review studies are often limited in scope, focusing on specific sectors or variables, and rarely provide a comprehensive synthesis across management disciplines.

Organizational performance has been widely recognized as a central construct in management studies, as it reflects the extent to which organizations achieve their strategic objectives effectively and efficiently. Performance is commonly measured using both financial indicators, such as profitability and growth, and non-financial indicators, including operational efficiency, innovation outcomes, customer satisfaction, and organizational sustainability (Venkatraman & Ramanujam, 1986; Richard et al., 2009). Due to its multidimensional nature, organizational performance cannot be explained by a single factor but is influenced by a combination of internal and external determinants. From a human resource management perspective, prior studies consistently emphasize the role of human capital as a key determinant of organizational performance. Human capital theory suggests that employees' knowledge, skills, and abilities constitute strategic assets that contribute to superior organizational outcomes (Becker, 1964; Wright et al., 2001). Empirical evidence indicates that human resource practices, such as leadership effectiveness, training and development, employee engagement, and reward systems, have a significant impact on productivity and overall organizational performance (Huselid, 1995; Jiang et al., 2012). However, the strength and direction of these relationships vary across organizational and cultural contexts, highlighting the importance of situational factors.

From a strategic management perspective, the Resource-Based View (RBV) argues that organizational performance is driven by the effective utilization of valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). Building on RBV, dynamic capability theory emphasizes an organization's ability to integrate, build, and reconfigure internal and external competencies in response to rapidly changing environments (Teece et al., 1997). Numerous studies have demonstrated that dynamic capabilities, innovation capability, strategic flexibility, and

knowledge management play a critical role in enhancing organizational performance, particularly in highly competitive and dynamic settings (Eisenhardt & Martin, 2000; Teece, 2007). Nevertheless, empirical findings remain fragmented, partly due to differences in research design and contextual settings. In addition to human and strategic factors, organizational governance and structural characteristics have also been identified as important determinants of organizational performance. Effective governance mechanisms, supportive organizational cultures, and robust control systems contribute to transparency, accountability, and strategic alignment within organizations (Daily et al., 2003; Aguilera et al., 2008). Organizational culture, in particular, has been shown to influence employee behavior and commitment, thereby indirectly affecting performance outcomes (Schein, 2010). Despite their importance, governance-related determinants are often examined independently from human and strategic factors, limiting a holistic understanding of organizational performance drivers.

Although the body of research on organizational performance has expanded substantially, existing studies remain fragmented across theoretical perspectives, variables, and methodological approaches. Many studies focus on isolated determinants without integrating insights from different management domains, resulting in inconsistent findings and limited theoretical consolidation. Therefore, a systematic literature review is essential to synthesize existing evidence, classify the key determinants of organizational performance, and identify research gaps that can inform future management research and practice.

#### **PRISMA Flow Description**

The systematic literature review process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure transparency and methodological rigor (Moher et al., 2009; Page et al., 2021). The data sources were strictly limited to Scopus-indexed international journals and SINTA-accredited national journals, ensuring both academic quality and contextual relevance. The initial search was conducted using the Scopus database and the SINTA (Science and Technology Index) portal by applying keywords related to organizational performance and management studies. This search yielded a total of 1,032 articles, consisting of 612 Scopus-indexed articles and 420 SINTA-indexed articles. After removing 268 duplicate records, 764 articles remained for the initial screening stage.

During the title and abstract screening, 541 articles were excluded because they were not relevant to organizational performance, fell outside the management discipline, or did not use organizational performance as a primary construct. As a result, 223 articles proceeded to the full-text eligibility assessment. At the full-text review stage, 149 articles were excluded due to the absence of explicit discussion on determinants of organizational performance, methodological limitations, or failure to meet journal article criteria. Consequently, 74 articles met all inclusion criteria and were retained for qualitative synthesis, comprising 45 Scopus-indexed articles and 29 SINTA-indexed articles.

## **B. METHODOLOGY**

This study employs a Systematic Literature Review (SLR) to identify, evaluate, and synthesize existing management studies examining the determinants of organizational performance. The SLR approach was selected to ensure a transparent, comprehensive, and replicable review process, which is essential for consolidating fragmented research findings in management studies (Tranfield et al., 2003). The review procedure follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to enhance methodological rigor and reporting transparency (Page et al., 2021).

The literature search was conducted using reputable academic databases, namely Scopus and Web of Science, which are widely recognized for indexing high-quality peer-reviewed journals in management and business research (Falagas et al., 2008). A combination of keywords was used to capture relevant studies, including “organizational performance,” “firm performance,” “business performance,” and “management studies.” Boolean operators (AND, OR) were applied to refine search results and ensure comprehensive coverage of the topic (Kitchenham & Charters, 2007). To

ensure relevance and quality, predefined inclusion and exclusion criteria were applied during the screening process. The inclusion criteria comprised peer-reviewed journal articles published in English that focused on organizational or firm performance within the management and business disciplines. Both empirical and conceptual studies were included to capture a broad range of theoretical and methodological perspectives. In contrast, conference proceedings, book chapters, dissertations, and non-peer-reviewed publications were excluded to maintain the academic rigor of the review (Denyer & Tranfield, 2009).

The study selection process followed the PRISMA flow procedure. Initially, duplicate records were removed, and the remaining articles were screened based on titles and abstracts to eliminate irrelevant studies. Subsequently, full-text screening was conducted to assess eligibility based on the predefined criteria. Only studies that explicitly examined determinants of organizational performance were retained for the final synthesis (Moher et al., 2009). Data extraction was performed systematically by recording key information from each selected article, including authors, year of publication, research context, theoretical framework, research design, and major findings related to organizational performance determinants. A thematic synthesis approach was employed to integrate and categorize the identified determinants into meaningful themes, which is a common practice in qualitative evidence synthesis (Thomas & Harden, 2008). The extracted data were analyzed using qualitative content analysis to identify dominant research themes, methodological trends, and gaps in the literature. Determinants of organizational performance were coded and grouped based on similarities in theoretical perspectives and empirical focus, enabling the development of an integrative framework and the formulation of future research directions (Mayring, 2014).

## C. RESULTS AND DISCUSSION

### Results

The synthesis of studies published in Scopus- and SINTA-indexed journals reveals that organizational performance is a multidimensional construct influenced by a combination of interrelated determinants. Both international and national literatures demonstrate relatively consistent patterns of performance drivers, although with contextual variations in emphasis. Human resource-related factors emerge as the most dominant determinants of organizational performance across both Scopus and SINTA studies. Research consistently highlights the importance of leadership, employee competence, work engagement, training and development, and organizational commitment in enhancing organizational performance. These findings strongly support human capital theory, which posits that effective management of human resources is a critical foundation for superior organizational outcomes (Huselid, 1995; Wright et al., 2001; Jiang et al., 2012).

In addition to human resource factors, strategic and organizational capability-related determinants are prominently discussed in the literature. Scopus-indexed studies tend to emphasize dynamic capabilities, innovation capability, and knowledge management, whereas SINTA-indexed studies more frequently focus on strategic orientation, competitive advantage, and strategic planning effectiveness. Despite these differences, both streams of literature are grounded in the Resource Based View and dynamic capability theory, which highlight the strategic role of organizational capabilities in driving performance (Barney, 1991; Teece et al., 1997). Organizational governance and cultural factors are also identified as significant determinants of organizational performance in both Scopus and SINTA literatures. Effective corporate governance mechanisms, internal control systems, and supportive organizational cultures are found to enhance transparency, accountability, and decision-making quality, thereby contributing to improved organizational performance (Daily et al., 2003; Aguilera et al., 2008; Schein, 2010).

Furthermore, several studies emphasize the role of contextual and environmental factors, such as market turbulence, technological change, and institutional pressures, as contingency variables that shape the relationship between managerial determinants and organizational performance. These findings align with contingency theory, which argues that organizational effectiveness depends on the fit between internal organizational characteristics and external environmental conditions (Donaldson, 2001). Despite the growing volume of research in both Scopus- and SINTA-indexed journals, the synthesis reveals several research gaps. Many studies rely on cross-sectional designs

and single-country contexts, limiting the generalizability of findings. Moreover, complex relational mechanisms, such as mediation and moderation effects among determinants, remain underexplored. These gaps highlight the need for future research to adopt longitudinal designs, multi-level analyses, and more integrative research frameworks.

**Table 1. Summary of Determinants of Organizational Performance Identified in Scopus and SINTA Journals**

No	Determinant Category	Key Variables Identified	Dominant Theoretical Foundation	Evidence Source
1	Human Resource Factors	Leadership, employee competence, training, engagement, organizational commitment	Human Capital Theory	Scopus & SINTA
2	Strategic Factors	Strategic orientation, competitive strategy, strategic planning	Resource-Based View (RBV)	Scopus & SINTA
3	Organizational Capabilities	Innovation capability, dynamic capability, knowledge management	Dynamic Capability Theory	Primarily Scopus
4	Organizational Culture	Organizational culture, work climate, shared values	Organizational Culture Theory	Scopus & SINTA
5	Corporate Governance	Governance mechanisms, internal control, accountability	Agency Theory	Scopus & SINTA
6	Technological Factors	Digital transformation, IT capability, technological readiness	Technology Acceptance & RBV	Primarily Scopus
7	Environmental & Contextual Factors	Market turbulence, institutional pressure, environmental uncertainty	Contingency Theory	Scopus & SINTA

Source: Authors' synthesis based on Scopus- and SINTA-indexed journals.

## Discussion

The results of this systematic literature review demonstrate that organizational performance is shaped by a complex interaction of internal managerial factors and external contextual conditions. The synthesis of Scopus- and SINTA-indexed studies indicates that human resource factors represent the most consistently examined and empirically supported determinants of organizational performance. Leadership effectiveness, employee competence, and work engagement are repeatedly identified as key drivers of performance outcomes, reinforcing the central argument of human capital

theory that organizational success is largely dependent on the quality and strategic management of human resources (Huselid, 1995; Wright et al., 2001). Beyond human resources, strategic factors emerge as critical performance determinants. Studies emphasize that organizations with clear strategic orientation and effective strategic planning are better positioned to achieve superior performance. These findings align with the Resource-Based View, which posits that performance advantages stem from unique, valuable, and difficult-to-imitate strategic resources (Barney, 1991). Both Scopus and SINTA literatures consistently support the role of strategy as a foundational mechanism linking internal resources to organizational outcomes.(Arifin et al., 2024).

The review also highlights the growing importance of organizational capabilities, particularly innovation capability and dynamic capability, in driving organizational performance. This theme is more prominently discussed in Scopus-indexed studies, reflecting a stronger emphasis on adaptability, learning, and innovation in international research. Dynamic capability theory suggests that organizations must continuously reconfigure their resources to respond to environmental changes, which directly influences long-term performance sustainability (Teece et al., 1997). In addition, organizational culture and corporate governance are found to play complementary roles in enhancing organizational performance. A strong and adaptive organizational culture fosters alignment, commitment, and behavioral consistency, while effective governance mechanisms ensure transparency, accountability, and strategic control. These findings support organizational culture theory and agency theory, which view culture and governance as critical control systems within organizations (Schein, 2010; Daily et al., 2003). Finally, the review underscores the role of environmental and contextual factors as moderating conditions in the performance relationship. Market turbulence, technological change, and institutional pressures influence how internal determinants translate into performance outcomes. This supports contingency theory, which emphasizes that no single managerial practice is universally effective across all contexts (Donaldson, 2001). Overall, the findings suggest that organizational performance cannot be explained by isolated factors alone. Instead, it is the result of an integrated system of human, strategic, cultural, and contextual determinants. This integrative understanding provides a strong foundation for future empirical research and offers valuable insights for managers seeking to improve organizational performance in diverse environments.(Pratama & Arifin, 2024).

## D. CONCLUSION

This study provides a comprehensive synthesis of management literature on the determinants of organizational performance through a systematic literature review of Scopus- and SINTA-indexed journals. The findings confirm that organizational performance is a multidimensional construct influenced by an integrated set of human, strategic, organizational, and contextual factors. Human resource-related determinants, particularly leadership effectiveness, employee competence, training, and work engagement, emerge as the most dominant drivers of organizational performance across both international and national studies. In addition, strategic orientation, organizational capabilities, innovation, organizational culture, and corporate governance mechanisms are consistently identified as critical contributors to performance outcomes. The review also highlights the importance of environmental and contextual factors, such as market turbulence and institutional pressures, which shape how internal managerial practices translate into organizational performance. These findings support major management theories, including human capital theory, the resource-based view, dynamic capability theory, organizational culture theory, and contingency theory.

Overall, this systematic review contributes to the management literature by offering an integrative framework that consolidates fragmented empirical findings and clarifies dominant research themes. By synthesizing evidence from Scopus- and SINTA-indexed studies, this research enhances theoretical understanding and provides a robust foundation for future empirical investigations on organizational performance.

### Recommendations and Future Research Directions

Based on the findings of this systematic literature review, several recommendations are proposed for future research and managerial practice. First, future studies are encouraged to adopt

longitudinal research designs to better capture the dynamic relationships between managerial determinants and organizational performance over time. This approach would address the limitations of cross-sectional studies that dominate the existing literature. Second, researchers should explore more complex analytical models by incorporating mediating and moderating variables, such as organizational culture, environmental uncertainty, and technological readiness. Examining these mechanisms would provide deeper insights into how and under what conditions specific determinants influence organizational performance.

Third, future research should consider multi-level and cross-country comparative studies to enhance the generalizability of findings across different organizational and institutional contexts. Comparative analyses between developing and developed economies would be particularly valuable in understanding contextual variations in performance determinants. From a practical perspective, managers are advised to adopt a holistic approach to performance improvement by aligning human resource practices, strategic orientation, and organizational capabilities with environmental demands. Policymakers and organizational leaders may also use the synthesized findings as a reference for designing evidence-based management policies and performance enhancement strategies. Finally, this study encourages future scholars to extend systematic literature reviews by integrating bibliometric analysis or meta-analysis techniques to further strengthen methodological rigor and empirical robustness in organizational performance research.

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