International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

High Performance Work Practices Method Using Human Performance Technology: Systematic Literature Review

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Abstract

Performance appraisal is an activity conducted by groups or individuals in a company with the aim of evaluating employee performance based on specific indicators. The purpose of this evaluation is to determine the level of employee performance, provide fair job opportunities, and enhance employee motivation and performance. The objective of this research is to review the literature that employs the Systematic Literature Review (SLR) method, while considering several aspects such as previous research on employee performance appraisal and human performance technology. Initially, the search was limited to 450 journals. Then, a review and further screening were conducted, resulting in 161 remaining journals using inclusion and exclusion criteria, yielding 17 journals that met the requirements. This research was conducted over several years to assess employee performance. Therefore, this systematic literature review is carried out to identify the methods used for employee performance appraisal and mentions that optimization algorithms and fuzzy comprehensive methods are used as evaluation methods to assess performance appraisal methods.

Keywords: ***employee, human performance technology, performance appraisal, systematic literature review***

INTRODUCTION

In the current era of globalization, competition between companies in the industrial world is increasingly fierce. Companies must offer the best service to consumers and business partners (Afriany, 2019). This forces the workforce to do their best so that the company can compete with its competitors (Agusantia, 2022).

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Performance appraisal or what is also called employee performance appraisal, performance assessment or performance evaluation, is something carried out by individuals or groups within a company to evaluate and inform how employees can do their work by comparing the results of their work with standard criteria carried out within a period of time. certain, at certain times (Abboud, 2021). Performance appraisal is the process of evaluating how well employees complete their work, carry out the responsibilities given, the quality of work and many other criteria that companies need in assessing employee performance (Alfagih, 2022).

Employee performance is a big problem in the company. Satisfactory employee work performance does not happen automatically and immediately, but requires continuous evaluation (Aydın, 2018). Employee performance assessment is the result of employee work, or work achievements, which are evaluated qualitatively and quantitatively based on work standards set by the company (Bagheri,2021). Evaluation of employee performance is important for companies to make future decisions (Chahar,2020). Employee performance assessment is to determine the quality of each individual's performance, each company must have a standard for assessing employee performance. In this study, researchers examine the importance of assessing human resource performance in an educational institution and analyze the literature that supports this relationship (Dewi, 2020). The performance assessment process is a complicated process and requires a lot of consideration in order to get the right decision results (Gumasing, 2023). The main focus of this literature review is to analyze and summarize research and articles related to employee performance assessment published between 2018 and 2023.

There has been research that discusses similar topics, including in research journals conducted by (Gilbert, 2019) how to compare the Behaviorally Anchor Rating Scale (BARS) and Management by Objectives (MBO) methods to create comfort and fairness in motivating employees to work. Then in the research journal conducted by (Islam, 2020) discusses data processing using the Simple Additive Weighting (SAW) method and implementing SAW method calculations into the assessment decision support system application. Furthermore, the research journal conducted by (Ijadi, 2018) discusses how to use primary data and compares the AHP method and rating scale.

However, it is still rare for research to use the prism method to conduct research on a systematic literature review and use secondary data collection methods and use primary data through questionnaires, interviews and discussions.

The contribution of this article is to provide a comprehensive overview of the latest

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research related to the research object. by presenting discussions, summaries and main variables of the selected research objects to make it easier to understand employee performance assessments. In previous research, the research object used referred to efforts to assess performance, whereas in this research the focus is on methods for assessing employee performance. Times: In processing and analyzing data in this research, the prism method was used with the aim of presenting more comprehensive facts.

Performance assessment using Human Performance Technology (HPT) involves applying the principles of behavioral science and technology to analyze, plan, implement, and evaluate individual or group performance improvements in the work environment (Jeseni, 2022). The goal is to understand the factors that influence performance and identify effective solutions. HPT focuses on holistic factors that influence performance, such as organizational, environmental, individual, and process (Jeseni, 2022). By understanding these complex interactions, HPT designs solutions to increase productivity and efficiency (Kamble, 2020), (Kihama, 2019). This approach integrates the principles of behavioral science and technology to create a comprehensive approach that is effective in improving workplace performance (Latifah, 2023).

METHODOLOGY

Systematic Literature Review, which is abbreviated to SLR when translated into Indonesian, means systematic literature review (Lin, 2021). SLR is a literature review method that identifies, evaluates, and interprets all the results of a research topic to answer a specific research question (Maharani, 2023). This method is applied systematically according to steps and protocols that help avoid subjective understanding and bias with research in the literature review process. SLR is used to obtain research gaps as well as interesting new research areas to choose (Nursalam, 2020).

The purpose of SLR is to determine the strategies that will be used to help overcome the problem at hand and to identify different perspectives related to the problem being researched. Apart from that, SLR also aims to reveal theories that are relevant to the cases in the research. The Systematic Literature Review research method consists of 5 stages, including (Nursalam, 2020):

The first stage, namely formulating the problem, is the process of identifying or finding the problem why the research was conducted. In this study, researchers investigated this problem through research journals based on the results of previous research. The problem raised in this

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discussion is the assessment of employee performance in a company. The purpose of this literature review is to try to answer several research questions, namely:
RQI: What assessment methods are used to assess employee performance?
RQ2: What evaluation methods are used in evaluating the effectiveness of employee performance appraisal methods?

The second stage, namely searching for literature or identification, discusses searching for relevant journals and articles through academic databases such as Scopus, Pubmed, Crossref and Google Scholar. Based on the title of the research, "Systematic Literature Review: Employee Performance Assessment Using Human Performance Technology".

The study design used is a data analysis and synthesis method that focuses on research results, summarizing content and drawing conclusions regarding the Systematic Literature Review study, which is abbreviated as SLR when translated into Indonesian means systematic literature review (Osam, 2020). SLR is a literature review method that identifies, evaluates, and interprets all the results of a research topic to answer a specific research question (Paul, 2020). This method is applied systematically according to steps and protocols that help avoid subjective understanding and bias with research in the literature review process. SLR is used to obtain research gaps as well as interesting new research areas to choose (Peng, 2022).

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Performance Assessment Using Human Performance Technology".

The study design used is a data analysis and synthesis method that focuses on research results, summarizing content and drawing conclusions regarding the Source Normalized Impact per Paper (SNIP) study for Elsevier Scopus, SCImago Journal Rating (SJR). These criteria may extend beyond the data or articles selected for further analysis.

And the final stage is making research conclusions, discussing the results of logical analysis, making conclusions or brief explanations and including answers to questions asked in preparing the assignment and being able to understand the results of the literature that have been summarized.

RESULTS AND DISCUSSION

Results

This research and discussion uses a systematic literature review using the prism method (preferred reporting items for systematic reviews and meta-analyses) which is divided into four steps, namely identification, screening, eligibility requirements and results. At the beginning of the search, researchers used criteria for inclusion in the database, namely articles and journals that studied the relationship between employee performance appraisals (Permana, 2020). Then apply the inclusion and exclusion criteria looking at the publication period from 2018 to 2023.

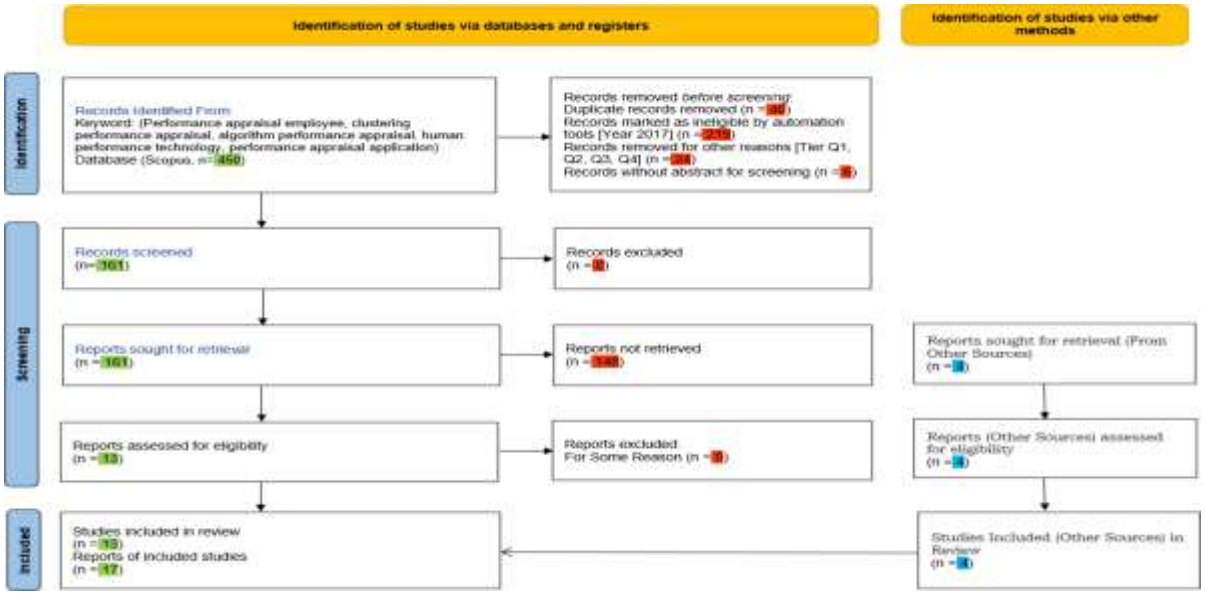


Figure 1. Prism Method

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Determining the Database, the data information used in this research is journals and articles obtained through the academic database portal.

Determining Keywords, from the results of the literature review search using the SLR method, it produced 450 journals and articles with the keyword employee performance appraisal getting 44% of the research journals used, the keyword clustering performance appraisal getting 22% of the research journals used, the keyword performance appraisal algorithm getting got 27% of the research journals used, the keyword human performance technology got 5% of the research journals used, and the keyword performance appraisal application got 2% of the research journals used. Then, carrying out filtering and eligibility requirements by applying exclusion criteria related to year of research publication, irrelevant topics and sources that are not validated, 161 research journals were obtained.

Evaluation is carried out in the final step by eliminating journals with the same research title and author from several sources, journals with incomplete research data as well as methodological deficiencies and other research findings such as sampling adequacy, looking for bias in research topics using the help of an application that applies the prism method , research references and application of statistical tests (Popaitoon, 2020). Researchers obtained 17 research results with complete text and met the specified criteria.

Determining Inclusion and Exclusion Criteria, based on the performance assessment topic that will be discussed, there are 2 criteria, namely inclusion and exclusion criteria. Inclusion Criteria. According to (Puspitasari, 2023), inclusion criteria are characteristics that must be met by each member of the selected population. Examples of inclusion criteria in research and in this discussion include: national and international journals related to performance assessment, with components: decision-making systems, effectiveness a performance appraisal system, factors and impacts of performance appraisal, as well as methods used to assess an employee's performance. And national and international journals related to human performance technology methods. Exclusion Criteria. According to (Puspitasari, 2023), exclusion criteria are the process of eliminating subjects who have met the inclusion criteria from discussion for various reasons.

The exclusion criteria for this research are: company business processes, searching for job vacancies, personal life, financial performance assessment.

From the results of this SLR literature search, researchers found 17 research journals that were relevant to the subject. Of the 17 journals, 9 journals used survey data collection techniques, 4 journals used questionnaire data collection techniques, 2 journals used research and interview

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collection techniques and 2 journals were not mentioned. Figure 2 shows a graph related to the data collection techniques used in the journal, and Figure 3 shows a diagram related to the percentage of countries that are case studies in the journal.

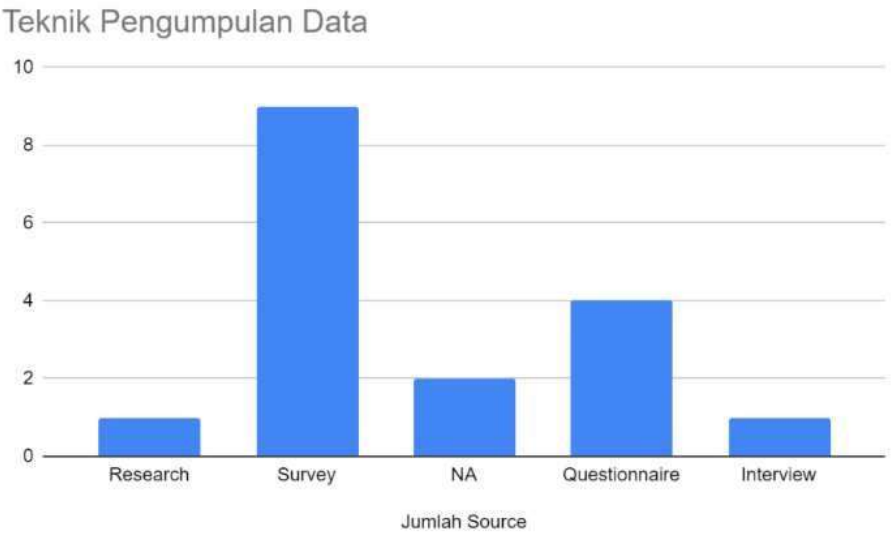


Figure 2. Data Collection Techniques

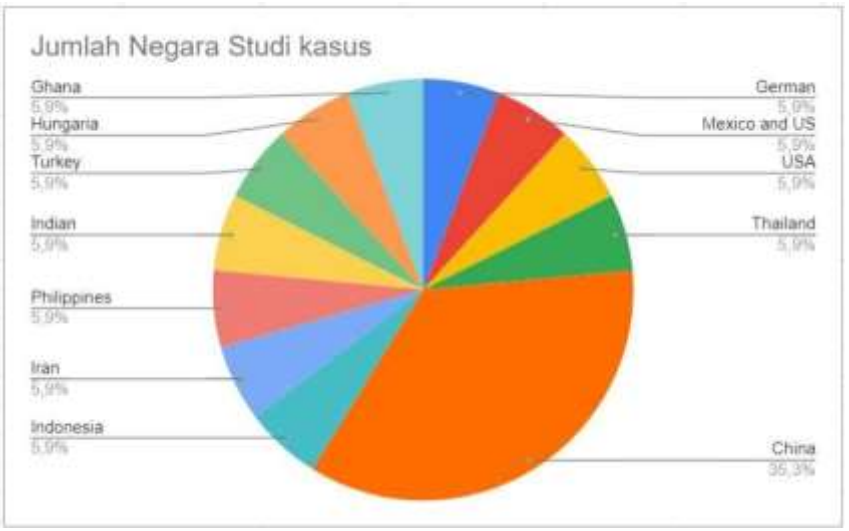


Figure 3. Graph of Case Study Countries

At the filtering stage by adjusting the inclusion and exclusion criteria of the 450 identified journals, researchers succeeded in filtering and summarizing 17 journals.

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Based on the journal summary in Table 1, the researcher includes a graph created to display the number of years of journal publication on relevant research regarding the research topic in this discussion.



Figure 4. Year of Journal Publication

DISCUSSION

In order to gain a deeper understanding of the journal to be researched, the author explains the variables used and the methods used to solve the problem. In the first journal research on comparing the Greedy Algorithm and Brute Force Algorithm based on combinatorial analysis for employee distribution using the Optimization algorithm can optimize the Greedy algorithm by up to 97%. The next study conducted research on examining the relationship between three dimensions: performance evaluation fairness (distributive, procedural and interactional justice), leader-member exchange (LMX) and motivation to improve performance among a sample of US and Mexican employees using the common method variance method.

The next journal discusses ways to strengthen and deepen confidence in the usefulness of their approach to organizational performance using the Behavior engineering model method. Later research examined the moderating role of job design in relationships between project teams in that when the people working for a company are really good at their jobs and the company is making new things, the way they do their jobs can make the company better in the short term. ,

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like making the way people work better so companies can make new things faster and better. Further research showed that among the studied components internal mobility was the only one that was statistically significantly associated with results-oriented challenge appraisals. Assessments were significantly positively associated with challenge appraisals (B 5 0.33, SE 5 0.11, $p < 0.01$) and was negatively related to ratings of barriers (B 5 0.25, S.E. 5 0.10, $p < 0.05$). Further research proposes a decision support model built to assess HR performance, namely by using Human Resources (HR) and making the model more efficient on time by up to 47.5%. Then further research analyzes the factors that influence the employee performance appraisal management system using CS architecture and says that this method can increase the rationality of company employee appraisals.

The journal further explains that the characteristics and status of research related to company staff performance assessment are combined and show the shortcomings of current company management staff performance assessment using the 360-degree feedback method. The opinion (Qian & Yin, 2022) which discusses employee performance evaluation based on genetic algorithms and fuzzy comprehensive performance evaluation algorithms says that by designing and implementing a performance-assisted analysis system based on text content analysis for a performance evaluation system. Further research examines using the Performance Appraisal approach in determining rankings and selecting the best performance using the 360-degrees feedback method. The next journal examines change-induced employee outcomes by investigating the effects of transformational change on employee role performance (negatively correlated with employee role performance $r = –0.381$, $p < 0.01$ and positively correlated with challenge-hindrance appraisal $r = 0.258, 0.452$, $p < 0.01$). (Suárez, 2019) investigated the variables that influence students' learning motivation and academic achievement during online learning ($\beta = 0.663$, $P < 0.001$).

Then, in understanding the relationship between the employee performance appraisal system, employee motivation, and employee work performance, it is said that a good work environment will motivate employees and improve performance. Further research examines neural network-based clustering algorithms in employee performance appraisal management systems and explores the value of their application in employee performance appraisal management systems using the ART2 clustering method which has been improved by more than 60%. Future research This study investigates the impact of performance evaluations on employee drive and outcomes, seeking to provide valuable insight into the correlation between the two. and

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provides an overview of the role and significance of employees in PAS which covers 27% of the Hungarian state-run hospital population. Further research states that the effect of the performance appraisal system on productivity is that there is a strong positive correlation between performance appraisal and productivity with reference to several variables used with a correlation coefficient of 0.437.

RQ1 What assessment methods are used to assess employee performance?

Typically, employee performance appraisal focuses on past achievements to assess an employee's performance (Qian, 2022). Based on 17 journals, the author compared the evaluation results of various methods used in assessing employee performance. In Figure 5 it can be seen that the method most frequently used in the selected journals is the 360-degrees feedback method for performance evaluation by collecting information from various parties who interact directly with the subject for evaluation (Rahmi, 2023).

RQ2 What evaluation methods are used in evaluating the effectiveness of employee performance appraisal methods?

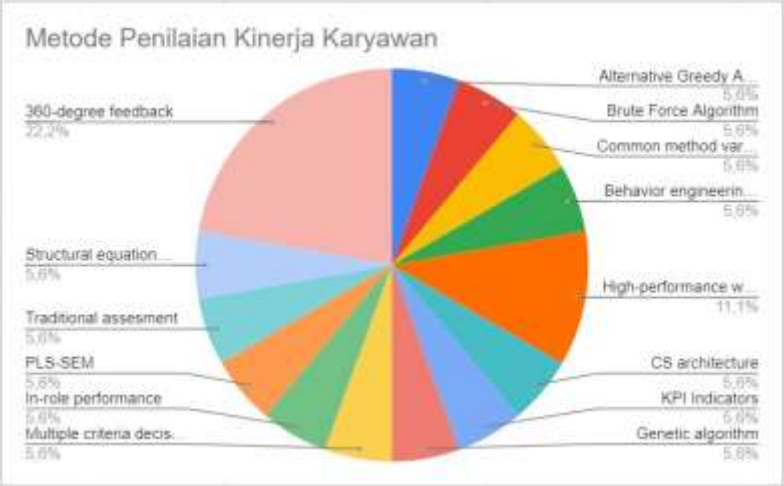


Figure 5. Related research methods

In the literature review that has been carried out, there are methods used to evaluate the effectiveness of employee performance appraisal methods. As in previous research conducted by (Rivaldo, 2023), discussing the topic of comparing methods for determining employee placement

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based on performance using optimization algorithms as a method for evaluating the performance assessment methods of brute force algorithms and alternative greedy algorithms. Then in research conducted by (Sari, 2021) used the fuzzy comprehensive method as an evaluation method for the hill climbing performance assessment method, decision support model. And research conducted by (Selvarajan, 2018) also used the fuzzy comprehensive algorithm as a method for evaluating genetic algorithm assessment methods.

CONCLUSION

Based on the results of the literature that has been reviewed using keyword searches in academic databases, 450 journals related to Human Performance Technology and case model journals in the USA were found (Swianiewicz, 2021). Then the data was filtered using inclusion and exclusion criteria, leaving 17 papers that fell into categories, such as the publication time period from 2018 to 2023. The most widely used data collection method was surveys. To answer research questions (RQ), the methods used for employee performance assessment are Alternative Greedy Algorithm, Brute Force Algorithm, Common method variance, Behavior engineering model, High-performance work system, CS architecture, KPI Indicators, Genetic algorithm, Multiple criteria decision making (MCDM), In-role performance, PLS-SEM, Traditional assessment, Structural equation modeling and 360-degree feedback methods are the most frequently used methods. And the evaluation methods used to evaluate performance assessment methods are optimization algorithm and fuzzy comprehensive.

In assessing employee performance, there are still many methods for assessing employee performance that can be used. Therefore, further research is needed in the future regarding employee performance assessment. Therefore, this literature review was carried out to provide an overview of various methods and models that can be used to assess employee performance.

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