

## Literature Review Of Demographic Influences On Employee Performance In Manufacturing Companies In Developing Countries

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### Abstract

*This study aims to investigate and synthesize publications related to the demographic factors that affect the employee performance of manufacturing companies in developing countries. This study uses the SLR method with PRISMA steps. Articles filtered from the Sage Journals, Science Direct, Taylor & Francis journal databases, and additional ones from these databases with topics and keywords related to the influence of demographics on employee performance, with research locations in developing countries, published between 2023 and 2025, totaling 34,511 articles. After elimination according to the criteria, only 14 articles were considered and extracted. The results of the synthesis show that the demographic factors that influence are education level (hard skills and soft skills), age, and gender, in addition to the phenomena that influence demographics, such as culture in the work environment, and COVID-19, also affect employee performance. This research can be used by human resource managers in manufacturing companies as a consideration in managing employees, and this research can be used as a reference for further research.*

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**Keywords:** demographics, employee performance, manufacturing companies.

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### INTRODUCTION

The influence of demographic factors on employee performance is a diverse topic, encompassing attributes such as age, gender, education, and years of service. Research shows that these demographic characteristics significantly impact employee performance across a range of sectors, including government, education, and information technology. Research on the influence of demographics on employee performance has yielded mixed results. Based on research (Amegayibor, 2021) Age and education have a significant impact on employee performance. However, (Castillo et al., 2023) They report no significant relationship between demographic factors and performance. They further (Ajani, 2023) Report a significant relationship between demographic diversity management and employee performance, emphasizing the importance of experience qualifications. These findings suggest that while demographic factors can influence employee performance, their impact varies across organizational contexts and should be considered in conjunction with other factors such as organizational structure and diversity management practices.

This study will focus on employee demographics in manufacturing companies. Manufacturing employees need to have diverse skills, including technical skills,

problem-solving, and critical thinking. In addition, they must have attention to detail and be able to work in a team. The work of manufacturing employees is usually done in factories, production sites, or mills that produce a product that requires a lot of employees. Manufacturing company employees certainly have very diverse backgrounds, which is a challenge for the company, because employees are the main players in producing a product. So this study will synthesize what demographic factors affect employee performance, as in previous studies, which stated that demographics affect employee performance. This study focuses on manufacturing companies in developing countries because currently, manufacturing companies in developing countries, especially in Southeast Asia, are experiencing an increase in increasingly advanced innovation. (Muhammad Syahrul Maulana et al., 2023), but there are also challenges, namely the reduction in the workforce who are switching to other fields of work (IMF Blog). This synthesis also aims to find out hidden things that can be further researched for further research. In addition, it is hoped that this research can also be used by human resource managers related to employee management, not only to improve employee performance, but also to improve company performance.

## **LITERATURE REVIEW**

### **Demographics In Manufacturing Companies**

Demographics play a significant role in manufacturing companies, influencing team performance and individual job satisfaction. Top management teams with higher levels of education and longer team tenure tend to achieve better productivity and profitability. As the workforce ages, manufacturing strategies may need to adapt, with older workers potentially favoring a quality-focused approach but perhaps resisting new technologies. Socio-demographic factors can influence job satisfaction in manufacturing environments. Worker demographics such as age, education, and smoking habits interact with various stressors in manufacturing environments. Older workers may experience more muscle soreness, while younger workers may require more effective reward schemes. Night shift work, while potentially increasing production, can lead to increased stress and fatigue, especially among smokers. Understanding these demographic influences is critical to optimizing manufacturing performance and employee well-being.

### **Employee Performance in Manufacturing Companies**

Employee performance in manufacturing companies is influenced by various factors. Some of these factors include motivation and job satisfaction also play a role. Additional factors that influence employee performance include self-efficacy, organizational support, and management skills. To improve employee performance, companies must focus on developing effective leadership, creating

an appropriate work environment, providing appropriate job descriptions, and implementing motivational strategies.

## METHOD

This study is a literature review, so it uses the Systematic Literature Review (SLR) method to analyze and synthesize literature related to the purpose of this study, namely, to determine the effect of demography on employee performance. With SLR it allows a more comprehensive and objective understanding of the research topic and minimizes researcher bias in selecting relevant literature. (Sutriawan et al., 2024). The SLR method is a systematic method, so several stages need to be carried out, which are called the PRISMA ( Preferred Reporting Items for Systematic Review and Meta-Analysis ) stages as follows:

### 1. Identification

The identification stage includes determining search terms, search criteria, databases, and data extraction methods. In this study, software assistance was used. Mendeley in processing or selecting results from the first library source. Searching for articles or journals with library sources, Sage Journals ( <https://journals.sagepub.com/> ), Science Direct ( <https://www.sciencedirect.com/> ), and Taylor & Francis ( <https://www.tandfonline.com/> ), with search keywords in each journal database are 'demographic' effects AND 'Employee Performance' AND 'manufacturing company employees' AND 'developing countries'.

### 2. Filtering

The articles obtained were filtered to classify the existing articles according to the topics discussed in this SLR. The filtering was based on the following criteria (Table 1):

Table 1. Article Screening Criteria

<b>Inclusion Criteria</b>	<ol style="list-style-type: none"> <li>1. The research results are related to employee demographics.</li> <li>2. Research results related to employee performance.</li> <li>3. The research subject is related to management and its relatives.</li> <li>4. The location of the research article is in developing countries.</li> <li>5. Year of publication of the article/journal in 2023 - 2025.</li> </ol>
<b>Exclusion Criteria</b>	<ol style="list-style-type: none"> <li>1. Conceptual article or review/ literature review</li> <li>2. Inaccessible article.</li> </ol>

The criteria were made by the researcher so that the filtered articles were in accordance with the topic of discussion, namely regarding employee demographics

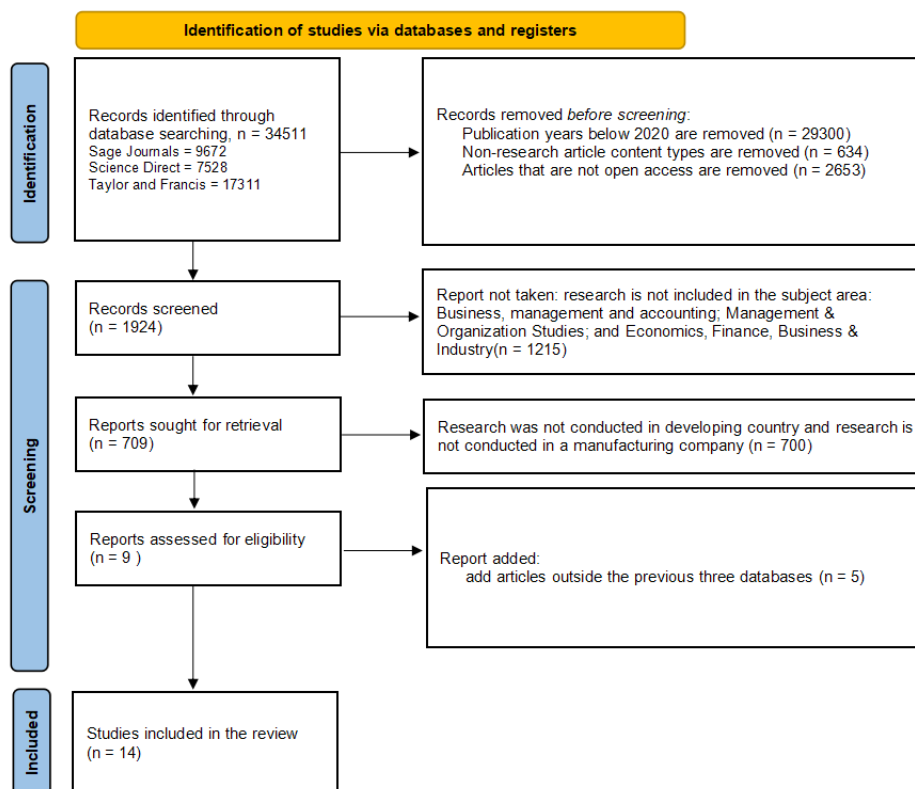
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and performance. The year of publication was chosen for a period of 3 years. This research topic can be said to always develop every year because the topic is general and inseparable from workforce management. Every year, there are many articles that review this topic, so by using a period of 3 years, the research results used are more up-to-date. This study also only includes articles that can be accessed, so that readers can find articles that are easy to access as their reading material.

### 3. Included

At this stage, the researcher selects articles that are filtered by keywords. This is because the search results with keywords in the journal database still contain articles that do not contain or do not match the filtering criteria. The results of the article filtering are 34,511 articles, but only 9 articles match the inclusion criteria. In this article, 5 articles were added outside the initial database to enrich the discussion of this study. Articles that are not included because the results do not explain employee demographics and employee performance. The following is the PRISMA stage process, namely the process of including articles according to the topic of discussion (Chart 1):



After carrying out these stages, the researcher conducted an assessment of the risk of bias of the article. Based on (Priyashantha et al., 2023)conducting a systematic and objective selection of articles, and conducting an independent and parallel assessment of the quality of the article by two or more researchers (Priyashantha et al., 2023). The assessments carried out include assessing the

methods used, the completeness of the data results, and whether there are other interventions that affect the report. Fourteen (14) articles that were synthesized came from reputable journals, so the articles can be ascertained to have good quality.

The following are details of the assessment of the articles included in this SLR study (Table 1):

Table 1. Included articles

No.	Writer	Research methods	Research result	Journal
1	Freeman et al. (2024)	Qualitative	The importance of women's experiences in sexual and reproductive health (SRH) interventions is self-strengthening for women, so that within the company, SRH management needs to provide a good working environment.	Economic and Industrial Democracy
2	Alsaad et al. (2023)	Quantitative	Quality education significantly empowers Bahraini women entrepreneurs. Sociocultural factors significantly empower Bahraini women entrepreneurs. The policy significantly empowers Bahraini women entrepreneurs.	International Journal of Innovation Studies
3	Nguyen et al. (2023)	Quantitative	Transformational leadership influences organizational performance and culture. Organizational culture partially mediates the effects of transformational	IIMB Management Review

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			leadership on performance.	
4	The Last Supper (2025)	Quantitative	The likelihood of a woman becoming CEO increases significantly with gender laws.	International Business Review
5	Pitafi et al. (2023)	Quantitative	Enterprise social media (ESM) visibility and accessibility are positively related to employee agility performance.	Technovation
6	Liu et al. (2023)	Quantitative	The onset of COVID-19 reduced employee job performance. Job performance improves gradually during the post-onset period.	Journal of Vocational Behavior
7	Khanna & Prusty (2024)	Quantitative	Diversity-oriented leadership significantly impacts employee advocacy and work engagement.	Cogent Business & Management
8	Nawaz et al. (2023)	Quantitative	Organizations need new strategies to recover lost business post-pandemic. Top management's commitment to transformational leadership is expected to continue in the long term.	Cogent Business & Management
9	(Kónya et al., 2016)	Quantitative	Demographics influence organizational commitment in Central Europe.	Acta Polytechnica Hungarica
10	Sherbaz et al. (2022)	Quantitative	Culture positively influences job	Journal of Asian Finance,

			performance through mediating innovation. Gender moderates the relationship between transformational leadership and job performance.	Economics and Business
11	Marcus & Gopinath (2017)	Quantitative	Age affects employee engagement in IT companies in Chennai.	Ictact Journal on Management Studies
12	(Jyoti Thakur et al., 2020)	Quantitative	Experience significantly affects employee performance levels	Journal of Xi'an University of Architecture & Technology
13	(Tukiman Hendrawijaya, 2019)	Quantitative	Age, gender, education, and years of service positively influence employee performance.	Media Ekonomi dan Manajemen
14	Toufighi et al., (2024)	Mixed methods (case study)	Participative leadership is positively correlated with speaking behavior. Language proficiency significantly influences speaking and knowledge sharing behavior.	Journal of Innovation & Knowledge

From the details of the table above, it can be seen that in 2023, publications related to the SLR topic amounted to 6 documents, in 2024 there were 3 documents, and in 2022, 2020, 2019, 2017, and 2016 each year there were 1 document. In 2025, there is doesn't found no document. The research methods used in the 10 articles collected were dominated by quantitative research methods, namely 8 articles, and 2 articles used qualitative methods. Furthermore, the research method is dominant in quantitative there were 12 documents, one document used a qualitative method, and one document used a mixed method. Finally, the details of the journal of article publication are known to come from reputable journals indexed, detailed in the table below (Table 2).

Table 2. The journal of article publication

Journal	Quartile	WOS	Other	Amount
Acta Polytechnica Hungarica	2	v		1
Cogent Business & Management	2	v		2
Economic and Industrial Democracy	1	v		1
Media Ekonomi dan Manajemen			Sinta 3	1
Ictact Journal on Management Studies			Copernicus	1
IIMB Management Review	3	v		1
International Business Review	1	v		1
International Journal of Innovation Studies	1	v		1
Journal of Asian Finance, Economics and Business	2			1
Journal of Innovation & Knowledge	1	v		1
Journal of Vocational Behavior	1	v		1
Journal of Xi'an University of Architecture & Technology	2			1
Technovation	1	v		1

## RESULT AND DISCUSSION

### Education

Education affects company performance. This is shown in research by Alsaad et al. (2023) dan Tukiman Hendrawijaya (2019). Education significantly affects company performance by improving employee skills, driving innovation, and increasing overall organizational effectiveness. Integration of education and training in a company not only develops human resources but also aligns employee capabilities with company goals, which ultimately leads to improved performance metrics. The education required is also the soft skills of employees, namely, in the study. Toufighi et al. (2024) The ability to speak, especially employees with high positions such as managers, who need to direct their subordinates. In addition, soft skills are also related to leadership, as expressed by Khanna & Prusty (2024) dan Nawaz et al. (2023). With a good leader, it will be able to embrace various demographics in the company, especially in this synthesis is a manufacturing company, this was found in the study Freeman et al. (2024); Nguyen et al. (2023); dan Pitafi et al. (2023). Leaders with good education will embrace each of their employees.

### Gender

Gender also affects employee performance. Currently, gender equality is increasingly being echoed, so there is a high desire for women to play a role in a

company, including in manufacturing companies, in high positions. In this study, it was found that women have played many roles as company leaders. With regulations supporting women to be able to play a role in jobs dominated by men. In manufacturing companies, the proportion of male workers is greater than that of women. Women in companies today tend to show their existence, as shown by research (Sherbaz et al., 2022).

### **Age**

Age is one of the demographic factors that also affects the level of employee performance. This study found that age affects employee performance because the ability of workers will gradually decrease. However, it is not only a matter of the age of the employee, but more so in this study, it is related to their working age. The higher the age of the employee may reduce their performance in terms of technical matters, such as speed and memory, but for the knowledge and experience of employees who have been working in the company for a long time have more abilities. (Marcus & Gopinath, 2017).

### **Phenomenon**

The results of the synthesis can be seen in the study by Liu et al. (2023), explaining that the COVID-19 phenomenon has an impact on employee performance. The existence of this phenomenon has a significant impact on employee performance and the existing order. With this phenomenon, many employees find it difficult to adapt. From this study, it can be seen that the existence of a phenomenon that has a major impact, especially in relation to the economy, will affect employee performance. This phenomenon can also disrupt or change existing demographics, so that it requires readjustment or creates a new era.

## CONCLUSION

From the results and discussion of this SLR study, it can be seen that demographics affect employee performance. The demographic factors that influence are education level, both hard skills and soft skills, one of which in the filtered article is the ability to speak. Next is gender; currently, gender equality is increasingly being voiced, and many company leaders are women. Women play an active role in the company in relation to the desire to increase their participation in the world of work. In addition to gender, age also affects employee performance. Young employees have a high level of performance compared to older workers, but it is still necessary to consider how long the employee's tenure is. Long tenure means that older employees have followed the work culture in the company. The culture in this company is also a demographic factor because it affects the existing order in the company. The creation of culture in this company is determined or is the result of the important role of a manager. The included article discusses more about the demographics of managers or company leaders with a transformational leadership style that can improve or influence employee performance. Finally, there is a phenomenon, especially a major phenomenon, that can affect the economic order, for example, the COVID-19 phenomenon that can affect employee performance. It can be underlined that this study will be an additional knowledge for managers in Governance, especially workforce Governance, and with this SLR study, provides suggestions for further research related to demographics that affect employee performance. It was found in the articles that were collected that further research can use qualitative research methods to further explore this topic.

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