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DOI: [10.31965/infokes.Vol24.Iss2.2559](https://doi.org/10.31965/infokes.Vol24.Iss2.2559)Journal homepage: <https://jurnal.poltekkeskupang.ac.id/index.php/infokes>**RESEARCH****Open Access****A Systematic Literature Review of Entrepreneurial Human Capital and Employee Performance in Public Organizations****Albertus Yudha Poerwadi^{1a*}, Yunia Wardi^{1b}, Susi Evanita^{1c}, Hendrik Heri Sandi^{1d}**¹ Universitas Negeri Padang, Padang, Sumatera Barat, Indonesia^a Email address: poerwadi.albertusyudha@gmail.com^b Email address: yuniawardi@fe.unp.ac.id^c Email address: susievanita@gmail.com^d Email address: sandiheri@fe.unp.ac.id

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Abstract

Public sector organizations, including healthcare institutions, are under increasing pressure to enhance employee performance amid digital transformation, service complexity, and rising public expectations. Entrepreneurial Human Capital (EHC), reflected in innovation capability, proactiveness, adaptability, and opportunity recognition, has emerged as a critical resource for improving organizational effectiveness. This study synthesizes empirical evidence on the role of EHC in improving employee performance in public organizations. A systematic literature review was conducted following the PRISMA framework. Articles were retrieved from PubMed, Scopus, EBSCOhost, and Google Scholar. Thirty-one eligible studies were included in the final synthesis. The findings indicate that EHC enhances employee performance by strengthening initiative, adaptive decision-making, innovation, and problem-solving capacity. Innovative work behavior, knowledge sharing, and organizational learning were identified as key mediating mechanisms, whereas leadership support, organizational climate, and digital capability functioned as important moderating factors. These findings suggest that public organizations should prioritize capability-development strategies that foster innovation and adaptive behavior rather than relying solely on formal qualifications. Strengthening EHC may support sustainable employee performance and more responsive public service delivery, including in healthcare institutions.

Keywords: Entrepreneurial Human Capital, Employee Performance, Public Sector.**Corresponding Author:**

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1. INTRODUCTION

In the era of a knowledge-based economy and digital transformation, public sector organizations are increasingly required to improve performance sustainably through adaptive and innovative human resource management (Khuzaini et al., 2024). One concept that has attracted growing scholarly attention is Entrepreneurial Human Capital (EHC), an extension of classical human capital theory that emphasizes an individual's capacity to think and act entrepreneurially through innovation, proactiveness, and calculated risk-taking (Braunerhjelm & Henrekson, 2024; Braunerhjelm & Lappi, 2023). Conceptually, EHC is rooted in Becker's Human Capital Theory, which argues that investment in education, skills, and experience increases individual productivity (Auerbach & Green, 2025). In contemporary organizations, particularly in public sector settings characterized by complex services and efficiency pressures, human capital is not limited to technical competence but also includes an entrepreneurial dimension at the individual level (Arabeche et al., 2022). EHC therefore encompasses creativity, opportunity recognition, innovation capability, and the ability to respond constructively to uncertainty (Ercantan et al., 2024).

A growing body of empirical evidence indicates that EHC contributes substantially to organizational and individual performance. Employees with strong entrepreneurial characteristics can create added value through process and service innovation (Gunawan, 2024). At the individual level, entrepreneurial orientation is positively associated with work performance through increased initiative and stronger outcome orientation (Jean et al., 2022). In the public sector, recent studies also show that employees with entrepreneurial orientation can improve public service effectiveness through innovative approaches (Al-shami et al., 2022). Employee performance is a central indicator of organizational success and includes the quality, quantity, efficiency, and relevance of employees' contributions to organizational goals (Nuryanti et al., 2021). Individual performance is shaped not only by ability but also by motivation and opportunities to contribute optimally (Ihtiarna & Astuti, 2025). Within this framework, EHC strengthens employees' capacity to achieve superior performance, particularly in dynamic and complex work environments.

Although the relationship between human capital and performance has been widely examined, studies that specifically address Entrepreneurial Human Capital in public sector contexts remain relatively limited. Existing evidence suggests that the effect of EHC on performance is not always direct, but may operate through behavioral and organizational mechanisms. Innovative work behavior, for instance, has been identified as an important mediator linking entrepreneurial competence to performance (Agung et al., 2021). Knowledge sharing also functions as a mechanism for transferring expertise and improving work productivity (Xu & Wei, 2023). Similarly, organizational learning strengthens employees' capacity for adaptation and innovation, which can ultimately improve performance (Inthavong et al., 2023).

The relationship between EHC and performance is also shaped by contextual factors that may moderate its effectiveness. Perceived organizational support can strengthen the influence of individual competence on performance by creating a conducive work environment (Ratnasari et al., 2023). Leadership, especially transformational leadership, plays an important role in encouraging innovative behavior and high performance (Jun & Lee, 2023). In the digital era, digital capability has also become a critical factor determining the extent to which employees can translate entrepreneurial competencies into optimal performance (Bachmann et al., 2024).

Therefore, a comprehensive synthesis of existing evidence is needed to clarify how Entrepreneurial Human Capital contributes to employee performance in public organizations. Understanding both the direct influence of EHC and the organizational mechanisms that enable or constrain its effectiveness is essential for developing more adaptive and innovative public

institutions, including healthcare organizations. Accordingly, this study systematically reviews empirical evidence on Entrepreneurial Human Capital and employee performance in public sector organizations, identifies publication trends, examines the direct relationship between EHC and performance, and explores the mediating and moderating factors that shape this relationship.

2. RESEARCH METHOD

This study employed a Systematic Literature Review (SLR) design guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. The review aimed to synthesize empirical evidence on the influence of Entrepreneurial Human Capital (EHC) on employee performance in public sector organizations. Relevant literature was identified through comprehensive searches of PubMed, Scopus, EBSCOhost, and Google Scholar. The search strategy combined keywords related to Entrepreneurial Human Capital, entrepreneurial orientation, employee performance, and public sector organizations using Boolean operators.

To ensure relevance and methodological quality, explicit inclusion and exclusion criteria were established before the screening process. Studies were included if they addressed Entrepreneurial Human Capital (EHC) or individual entrepreneurial orientation; examined variables related to innovation, knowledge sharing, learning, support, leadership, or digital capability; focused on public sector organizations, including government agencies, state-owned enterprises, local-owned enterprises, and non-profit organizations; used empirical quantitative, qualitative, or mixed-method designs published in peer-reviewed outlets; and were written in English. Studies were excluded if they examined EHC exclusively in private-sector firms or commercial start-ups; used macroeconomic or public policy analysis without addressing individual or human capital dimensions; lacked full-text availability or clear methodological information; or reported duplicate samples and findings from the same authors.

After the literature had been identified, a systematic screening process was conducted to select studies that met the eligibility criteria. The process consisted of four stages. First, during the identification stage, database searches were conducted using predefined search strings, and duplicate records were removed to ensure that each article was counted only once. Second, during the initial screening stage, titles and abstracts were reviewed against the inclusion and exclusion criteria, and clearly irrelevant articles were excluded. Third, during the eligibility stage, full-text articles were assessed to confirm that the research instruments, statistical data, or qualitative evidence were relevant to EHC and employee performance. Fourth, during the final inclusion stage, studies that satisfied all criteria were included in the synthesis, and relevant data were extracted to answer the research questions.

The selection process followed the PRISMA stages of identification, screening, eligibility assessment, and final inclusion. After duplicate records were removed, titles and abstracts were screened against the inclusion criteria. Potentially eligible studies were then reviewed in full text. In total, 31 articles satisfied all eligibility requirements and were included in the final synthesis.

Data extraction was conducted systematically using a structured template that recorded author information, publication year, study context, theoretical foundations, methodology, variables examined, and principal findings. Methodological quality was assessed using the Joanna Briggs Institute (JBI) critical appraisal framework to strengthen the reliability of the synthesized evidence. Data were analyzed using descriptive and thematic synthesis techniques to identify publication trends, examine the direct contribution of EHC to employee performance, and explore the mediating and moderating mechanisms reported across studies.

3. RESULTS AND DISCUSSION

This systematic literature review synthesized 31 articles that met the inclusion criteria after the PRISMA-based screening process. The findings are presented through thematic synthesis to explain how Entrepreneurial Human Capital contributes to employee performance in public sector organizations. The discussion focuses on four major issues: the conceptualization of EHC, its contribution to employee performance, organizational conditions that strengthen or weaken this relationship, and implications for public sector management.

Table 1. Literature Review Results.

Author(s)	Year	Context	Method	Main Variables	Key Findings
Braunerhjelm & Lippi	2023	Organizational employees	Quantitative	Entrepreneurial Human Capital, Firm Performance	Entrepreneurial human capital positively affects organizational performance.
Vivona et al.	2025	Public sector organizations	Integrative review	Public Sector Entrepreneurship	Entrepreneurship supports innovation and public value creation.
Moric Milovanovic et al.	2025	Public administration	Literature review	Public Sector Entrepreneurship	Entrepreneurial practices improve public sector effectiveness.
Assanti	2025	Swiss municipalities	Quantitative	High-performance work system; organizational performance	High-performance work systems contribute to organizational performance.
Ouabi et al.	2024	Public administration	Quantitative	Human resource practices; job performance	Human resource practices significantly improve employee performance.
Elamalki et al.	2024	Moroccan public sector	Quantitative	Motivation; job performance	Motivation positively affects employee performance.
Isah Leontes & Hoole	2024	Public organizations	Quantitative	Human capital management; work engagement; performance	Human capital management influences performance through work engagement.
Alyammahi et al.	2024	Government organizations	Quantitative	Entrepreneurial orientation; learning orientation	Learning orientation strengthens organizational growth.
Javed et al.	2023	Organizational workforce	Quantitative	High-performance work system; intellectual	Intellectual capital mediates innovation outcomes.

				capital; innovation capability	
Al-Tit et al.	2022	Organization al employees	Quantitativ e	Employee development; knowledge management; human capital	Employee development practices strengthen human and social capital.
Thuy et al.	2022	State-owned enterprises	Quantitativ e	Leadership behavior; entrepreneurs hip	Leadership behavior positively influences entrepreneurial behavior.
Kearney & Meynhardt	2016	Public sector organizations	Conceptual /empirical	Corporate entrepreneurs hip	Entrepreneurial orientation improves public service effectiveness.
Wang & Noe	2010	Organizations	Literature review	Knowledge Sharing	Knowledge sharing improves organizational outcomes.
Koopmans et al.	2011	Employee performance studies	Conceptual validation	Individual work performance	The study developed a multidimensional performance framework.
Bosma et al.	2013	International workforce	Comparati ve study	Intrapreneurs hip	Entrepreneurial behavior contributes to organizational value creation.
Rauch et al.	2009	Multiple organizations	Meta- analysis	Entrepreneuri al orientation; performance	Positive relationship between EO and performance.
Marvel & Lumpkin	2007	Technology entrepreneurs hip	Quantitativ e	Human capital; innovation	Human capital influences innovation radicalness.
Rauch & Frese	2007	Entrepreneurs hip research	Conceptual review	Entrepreneuri al characterist ics	Personal entrepreneurial traits influence performance.
Lazear	2005	Entrepreneurs hip	Quantitativ e	Entrepreneuri al skills	Diverse skills support entrepreneurial success.
Eisenberger et al.	1986	Employees	Quantitativ e	Organizationa l support	Perceived organizational support enhances employee contribution and performance.
Bass & Riggio	2006	Leadership studies	Conceptual	Transformati onal leadership	Leadership stimulates innovation and employee development.

Bharadwaj et al.	2013	Digital organizations	Conceptual	Digital capability	Digital capability improves strategic performance.
Argote	2013	Organizational learning	Book-based synthesis	Organizational learning	Learning processes improve organizational adaptation.
Janssen	2000	Employees	Quantitative	Innovative work behavior	Innovative work behavior contributes to effectiveness.
Campbell	1990	Employee performance	Conceptual model	Performance determinants	Ability, motivation, and opportunity shape performance.
Becker	1993	Human capital theory	Theoretical	Human capital	Investment in skills improves productivity.
Knol & Linge	2009	Hospitals in the Netherlands	Quantitative	Structural empowerment; psychological empowerment; innovative behavior	Both structural and psychological empowerment significantly predict nurses' innovative behavior.
Chang & Liu	2008	Six public health bureaus in Northern Taiwan	Quantitative	Employee empowerment; innovative behavior; job productivity	The competence dimension of psychological empowerment makes the strongest positive contribution to job productivity. The meaning dimension shows a negative effect, potentially due to role conflict within public health policies.
Oppi et al.	2020	Public healthcare organizations	Quantitative	Individual creative self-efficacy; team creative collective efficacy; innovative work behavior	Clinical managers' creative self-efficacy and perceived team creative collective efficacy have a significant direct influence on innovative work behavior in public healthcare environments.
Mutonyi et al.	2021	Hospitals in Norway	Quantitative: Partial Least	Internal market-	Implemented innovative behavior is positively and

			Squares-Structural Equation Modeling (PLS-SEM) and mediation analysis	oriented culture; psychological capital; individual innovative behavior; organizational commitment	significantly related to employees' emotional commitment to the organization.
Hoed et al.	2022	Global literature review across various healthcare organizations	Qualitative synthesis	Innovation readiness in healthcare organizations	The study synthesizes factors that build innovation readiness into four overarching categories.

Among the 31 included studies, most were conducted in public administration, government agencies, state-owned enterprises, and public service organizations. Several studies were also conducted in public healthcare settings, including hospitals and public health institutions. The inclusion of healthcare-related evidence broadens the applicability of Entrepreneurial Human Capital (EHC) by demonstrating that entrepreneurial capabilities, innovative work behavior, intellectual capital, and organizational learning are relevant determinants of employee performance in healthcare organizations. These findings strengthen the relevance of this review for health-sector management and public service delivery.

The outcome domain is also multidimensional. Rather than being limited to individual productivity, employee performance in public sector organizations is commonly interpreted through task accomplishment, service quality, responsiveness, innovation performance, work effectiveness, and contribution to broader organizational objectives. This multidimensional interpretation is important because public organizations are evaluated not only by efficiency but also by accountability, equity, institutional responsiveness, and value creation for citizens (Al-Tit et al., 2022).

The reviewed literature is methodologically diverse, although studies in this field remain dominated by non-experimental and cross-sectional designs. Consequently, the evidence base is useful for identifying recurring patterns and explanatory mechanisms, but it remains limited in establishing strong causal claims. This methodological limitation should be considered when interpreting the results and formulating future research priorities (Alyammahi et al., 2024).

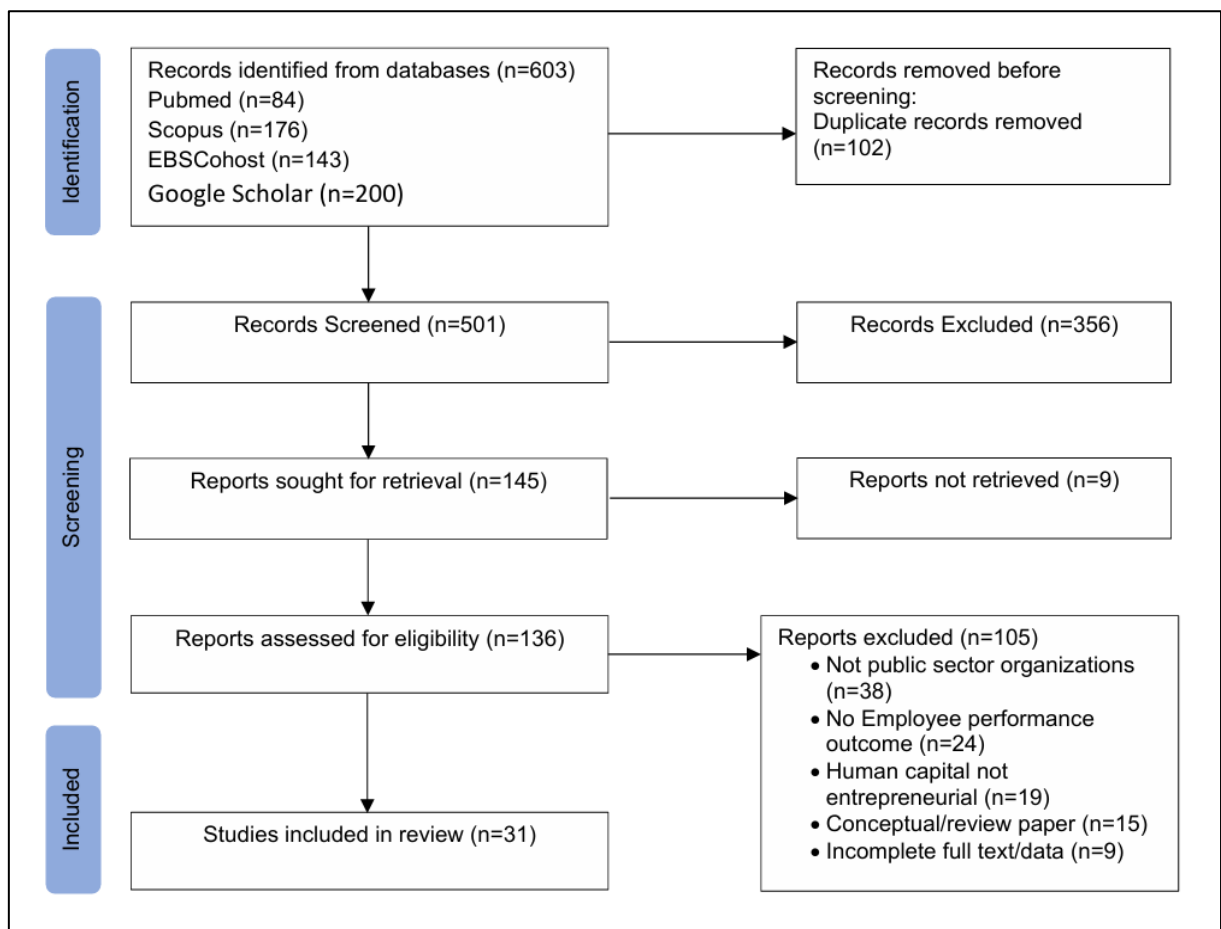


Figure 1. PRISMA Diagram for the Systematic Review

Source: Processed Data (2025)

To move beyond a descriptive listing of studies, the evidence was synthesized into analytical themes that explain how EHC is conceptualized, how it relates to employee performance, and which organizational conditions shape the strength of this relationship.

Table 2. Thematic Synthesis of the Main Review Findings.

Theme	Analytical Synthesis	Implications for Public Organizations
Conceptualization of EHC	EHC encompasses innovation capability, learning orientation, adaptability, proactiveness, opportunity recognition, and collaborative problem-solving.	Human resource management should emphasize capability development rather than relying solely on educational credentials.
Direct Effect on Employee Performance	EHC improves service quality, task accomplishment, responsiveness, innovation, and work effectiveness.	Organizations should encourage initiative and adaptive decision-making.
Mediating Mechanisms	Innovative work behavior, knowledge sharing, and	Organizations should establish learning systems and

Theme	Analytical Synthesis	Implications for Public Organizations
	organizational learning explain how EHC translates into higher performance.	collaborative knowledge-sharing practices.
Moderating Factors	Leadership support, organizational climate, organizational support, and digital capability strengthen EHC effectiveness.	Organizations should build supportive leadership and flexible work environments.
Implications for Public Service and Healthcare Organizations	Entrepreneurial capabilities improve responsiveness, service innovation, and citizen-centered outcomes.	EHC development should be integrated into workforce development programs and public service reforms.
Future Research Directions	Longitudinal, mixed-method, and multi-level studies are needed to establish stronger causal relationships.	Future research should strengthen methodological rigor and contextual analysis across public sectors.

Contemporary literature indicates that Entrepreneurial Human Capital serves as a dynamic catalyst for enhancing employee performance by transforming static human capital into practical agency (Faulks et al., 2021). In the public sector, this capability enables employees to navigate rigid hierarchies, policy pressures, and resource constraints while creating value and responding to rising citizen expectations (Bosma et al., 2010; Elamalki et al., 2024). Rather than relying solely on routine task execution, high performance increasingly requires employees to address operational bottlenecks proactively and maintain constructive momentum despite bureaucratic barriers (Isah Leontes & Hoole, 2024).

Consequently, contemporary employee performance is no longer understood merely as the completion of routine tasks. It is increasingly defined by an employee's ability to interpret complex organizational contexts, engage in continuous learning, and generate responsible improvements in service delivery. Javed et al. (2023) emphasize that, in administratively complex environments, high-performing individuals are those who can sustain constructive momentum despite bureaucratic constraints. Ouabi et al. (2024) further argue that such performance is reflected in responsible initiative, namely service innovation that enhances public value while remaining aligned with democratic accountability and transparency.

The literature also suggests that the effective application of EHC requires an appropriate balance between autonomy and structure. Entrepreneurial traits improve performance when organizational culture supports opportunity-sensitive problem-solving. Employees may be encouraged to act with entrepreneurial agility, but this agility must remain embedded in a public value orientation. In this sense, innovation does not imply disregard for rules; rather, it requires a more sophisticated interpretation of rules to better serve the community within changing socio-political conditions.

The influence of EHC on employee performance is contingent on the surrounding organizational ecosystem, which can either activate or suppress individual potential. As Thuy et al. (2022) suggest, participatory management signals that employees' insights are valued, thereby enabling performance outcomes that routine task execution alone cannot achieve.

Conversely, several organizational conditions may weaken the EHC-performance relationship, particularly bureaucratic rigidity. When organizations prioritize strict adherence to outdated procedures over functional results, employees' initiative may be neutralized. Moric

Milovanovic et al. (2025) argue that excessive procedural control can create a performance ceiling in which highly capable employees are constrained to operate at baseline levels. Low managerial support and weak incentive structures may further reinforce passive compliance. If employees identify more efficient ways to deliver public services but encounter managerial indifference or reprimand, they are likely to avoid experimentation. Javed et al. (2023) note that treating compliance as the sole indicator of merit discourages continuous learning and experimentation, both of which are necessary for navigating contemporary administrative complexity.

These findings lead to an important theoretical implication: the relationship between EHC and performance is contingent rather than linear. It is insufficient to assume that hiring employees with stronger qualifications will automatically improve organizational outputs. As Isah Leontes and Hoole (2024) emphasize, capability alone is not enough. Employees may possess highly developed entrepreneurial traits, but if organizational systems suppress initiative and learning, performance outcomes may remain stagnant. This dynamic is especially relevant to public healthcare institutions facing workforce shortages and technological change, where innovative work behavior, intellectual capital, and knowledge-sharing practices can support adaptation and improve service quality.

Although much of the reviewed literature examines public organizations in general, the findings are particularly relevant to public healthcare institutions, including hospitals, community health centers, and other healthcare service organizations. Healthcare systems operate under increasing service demands, rapid technological change, workforce shortages, and heightened expectations for service quality. Under these conditions, EHC becomes an important organizational resource that enables healthcare professionals to adapt, innovate, and respond effectively to emerging challenges (Mutonyi et al., 2021).

Evidence from healthcare-sector studies indicates that innovative work behavior plays a critical role in improving employee performance and organizational effectiveness. Healthcare employees who are encouraged to generate new ideas, participate in problem-solving, and contribute to service improvement initiatives tend to demonstrate higher productivity and service quality (Oppi et al., 2020). Intellectual capital and knowledge-sharing practices further facilitate the dissemination of professional expertise across organizational units, thereby supporting continuous improvement in healthcare delivery.

Leadership and organizational support are also particularly important in healthcare settings. Transformational leadership encourages employee participation, creativity, and learning, whereas supportive organizational cultures provide opportunities for experimentation and collaborative innovation. These conditions enable healthcare professionals to translate entrepreneurial competencies into practical improvements in patient care and organizational performance. Conversely, highly centralized decision-making structures and excessive procedural rigidity may limit employees' ability to apply entrepreneurial skills to operational problems (Chang & Liu, 2008).

Digital capability is another important factor influencing the effectiveness of EHC in healthcare organizations. The rapid adoption of electronic health records, telemedicine, health information systems, and digital communication technologies requires employees to integrate professional expertise with adaptive and innovative capabilities (Hoed et al., 2022; Knol & Linge, 2009). Employees with both entrepreneurial competencies and digital skills are better positioned to identify opportunities for process improvement, optimize healthcare services, and contribute to organizational resilience.

Taken together, these findings suggest that EHC has substantial implications for healthcare workforce development. Public healthcare organizations should invest not only in technical and clinical competencies, but also in innovation capability, learning orientation,

adaptability, knowledge sharing, and collaborative problem-solving. Strengthening these capabilities may enhance employee performance, improve service responsiveness, and support sustainable healthcare system development.

Although the link between EHC and performance is compelling, the field has several methodological limitations due to its heavy reliance on cross-sectional survey designs and subjective self-reported measures. These limitations expose current findings to social desirability and common-method biases, which may inflate correlations and leave causal pathways insufficiently specified. As Assanti (2025) suggests, without understanding the long-term development of entrepreneurial traits within bureaucratic systems, public sector organizations may invest in training that produces only short-term gains. Future research should therefore employ stronger analytical designs, particularly longitudinal modeling. By tracking employees over time, researchers can determine whether increases in entrepreneurial capability precede improvements in performance and generate stronger evidence regarding the value of EHC.

To transform EHC from a conceptual aspiration into an operational tool, future research should adopt more rigorous and varied analytical designs. Longitudinal modeling is needed to establish temporal ordering, multi-source performance assessment is required to reduce individual subjectivity, and comparative sectoral analysis can explain how public sector constraints shape the expression of entrepreneurial traits. Braunerhjelm and Lappi (2023) suggest that qualitative evidence on organizational friction and flow can help explain why the same entrepreneurial competencies may produce different outcomes across departments.

From a managerial perspective, the literature suggests that public sector organizations should shift from traditional human capital strategies centered primarily on formal qualifications toward a strategic emphasis on entrepreneurial capability. Recruitment systems should therefore assess learning agility and opportunity recognition in addition to credentials, while training programs should cultivate innovation-oriented behavior. As Karimi et al. (2023) suggest, the objective is to develop a workforce that views organizational challenges as opportunities for systemic improvement rather than merely as administrative obstacles.

The policy implications of this review indicate that reform agendas should move beyond top-down structural reorganization and excessive procedural control, which often fail to produce lasting improvement. Policy-makers should recognize that flexible systems supported by employees who can respond intelligently to institutional demands are more effective than rigid systems (Javed et al., 2023). Public sector reform should therefore focus not only on processes but also on people by investing in the cognitive and behavioral capabilities of the workforce. Ultimately, EHC should be integrated into competency standards and organizational learning routines across hierarchical levels so that innovation and agility become operational practices rather than rhetorical aspirations.

The current academic literature on EHC in the public sector also faces challenges related to conceptual coherence and theoretical boundaries. Researchers often define the construct in different ways, sometimes emphasizing psychological traits such as proactiveness and at other times focusing on technical or knowledge-sharing competencies. As Ouabi et al. (2024) suggest, the field requires a more consistent operational definition to ensure that future research is cumulative rather than fragmented.

To address these limitations, future studies should model the mechanisms, mediators, and moderators that govern the relationship between EHC and performance. Without a mechanism-oriented research agenda, as emphasized by Vivona et al. (2025), scholars may continue to identify broad correlations without explaining the underlying causal logic. Within this framework, leadership may function as a gatekeeper that either activates or suppresses latent entrepreneurial talent, while institutional trust and organizational culture may moderate whether employees feel sufficiently safe to take calculated and constructive risks. Internal psychological states, such as motivation and psychological empowerment, should also be examined to

distinguish whether performance gains are driven by skills themselves or by the agency that these skills provide.

Future empirical work should also integrate contemporary environmental dynamics, including digital capability and organizational learning feedback loops, into a more sophisticated analytical framework. In an era of digital transformation and algorithmic governance, EHC should be examined through a technological lens to ensure that employees have the digital literacy needed to implement innovative solutions. Capturing these intersecting dynamics requires multi-level modeling that simultaneously accounts for individual, team, and organizational variables. Such an approach can move the literature beyond surface-level associations and provide public managers with a more precise operational roadmap for public service improvement.

Overall, the findings of this review support the proposition that EHC is a strategically relevant resource for enhancing employee performance in public sector organizations. Its contribution, however, is neither automatic nor context-free. Entrepreneurial capability becomes performance-enhancing when organizations create space for learning, initiative, experimentation, and collaborative adaptation while maintaining the normative requirements of public accountability (Assanti, 2025).

The strongest theoretical contribution of this review is therefore not simply the claim that EHC improves performance, but the more nuanced argument that it does so through a contextual process in which individual capability interacts with organizational systems and public service objectives. This interpretation is consistent with the institutional realities of the public sector and provides a stronger foundation for both scholarship and policy (Elamalki et al., 2024).

4. CONCLUSION

This systematic literature review confirms that Entrepreneurial Human Capital (EHC) is a strategic resource for enhancing employee performance in public sector organizations. EHC contributes to performance through innovation, adaptability, initiative, and problem-solving capability, while its effectiveness is strengthened by supportive leadership, organizational learning, and digital capability. These findings are particularly relevant to public healthcare organizations, where innovation, adaptability, knowledge sharing, and continuous learning are increasingly necessary to improve service quality, patient outcomes, and organizational responsiveness in rapidly changing healthcare environments. Public organizations should therefore integrate EHC development into workforce planning, training, leadership development, and performance management systems.

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