

Analysis of Factors Affecting Employee Performance: Organizational Culture,]Organizational Commitment and Work Motivation (Literature Review Research on Human Resource Management)

¹Fransisco Erick Supartha, ²Purnamie Titisari, ³Arnis Budi Susanto
^{1,2,3}(Economics and Business Faculty, Jember University Jember-Indonesia)

ABSTRACT

Scientific articles or previous research that is relevant to a research has an important role. Previous research has the function of strengthening theories and facts regarding the relationship or influence between the variables studied. This article examines the factors that influence employee performance, namely: organizational culture, organizational commitment and work motivation, a study of the Human Resource Management literature. Discussions on this theme are considered important considering the number of parties who have researched the same or relevant topics, because they believe it is important to understand how to improve employee performance and what factors influence it. The results of this literature review article are: 1) Organizational Culture influences employee performance; 2) Organizational commitment affects employee performance; and 3) work motivation affects employee performance.

KEYWORDS-Organizational culture, organizational commitment, work motivation and employee performance.

1. INTRODUCTION

The development of an organization in the era of globalization is increasingly rapid and full of competition. Human resources are the determining factor and have an important role in achieving organizational goals. Human resources are the main resource and have a very important role to support the success of an organization. The factor that determines the success of an organization is the quality of its human resources [1].

Organizational goals can be achieved when the performance of human resources can be improved effectively and efficiently. Thus, the employee performance factor is one indicator of the success of organizational development. Performance is defined as a result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and economic contribution. In other words, performance is a process of carrying out activities based on policies and the formulation of organizational plans and strategies, be it vision, mission, goals and objectives [2].

Organizational culture globally serves to bridge strategies in increasing the productivity of organizational institutions. The application of organizational culture to organizational institutions will affect the thinking patterns, behavior patterns, and behavior patterns of organizational members in producing products, serving consumers, and achieving organizational goals. The achievement of organizational culture in a nutshell can be expressed in organizational performance, this shows that there is a relationship between organizational performance and organizational culture [3].

The organizational culture that grows in the organization should be able to increase the commitment of its employees so as to produce satisfactory performance. An organization cannot make changes quickly and produce good performance if members of the organization do not have high organizational commitment.

Organizational commitment is important; this is due to a commitment in organizational management. The quality of human resources that has a strong influence on organizational performance is organizational commitment [4]. Employees who are committed to the organization have the potential to improve performance both individually, in groups and in the organization.

Work motivation is an encouragement both from within and outside of individual employees as an effort to improve performance. At the University of Jember, employee motivation can be seen from two factors, namely intrinsic and extrinsic factors. Intrinsic work motivation is more emphasized on oneself such as the timeliness of employees in completing work according to predetermined standard operating procedures (SOP). Meanwhile, extrinsic work motivation is encouragement from the work environment, teamwork, co-workers, and direct supervisors as well as facilities that support increased performance.

The combination of organizational culture, organizational commitment and good work motivation can affect the improvement of employee performance. This article will discuss the influence of Organizational Culture, Organizational Commitment and Work Motivation on Employee Performance, a study of the Human Resource Management literature.

2. THE CRITICAL REVIEW

2.1 Organizational Culture

The definition of organizational culture is a system of shared meaning shared by members that distinguishes an organization from other organizations [5]. This system of shared meaning, when examined more closely, is a key set of characteristics valued by an organization. Organizational culture is related to how employees perceive the characteristics of an organizational culture, not to whether employees like the culture or not. A strong culture can affect the level of closeness for employees in achieving organizational goals, so it needs to be conditioned by a strong culture to continue to be attached to each individual employee who will support the achievement of organizational goals [6].

Seven characteristics that can capture the essence of organizational culture. The seven characteristics are (1) Innovation and courage to take risks, (2) Attention to details, (3) Result orientation, (4) People orientation, (5) Team orientation, (6) Aggressiveness, (7) Stability [7]. Meanwhile, organizational culture is a pattern of basic assumptions that are created, discovered, or developed by certain groups when they adjust to external problems and internal integration that have worked quite well and are considered valuable, and therefore are taught to members. as the correct way to perceive, think, and feel in relation to the problem [8].

Organizational culture is a pattern of implicit assumptions learned by a group when the group overcomes problems of adjustment to the external environment and integration with the internal environment [9].

2.2 Organizational Commitment

Organization is a gathering place for people who have the same goals. The organization is not a foreign place, but a place where life develops, everyone is trying to do their best with the same goal, we even see that there are cross-generations that can be reached, so that the commitment built by one generation will strengthen the next organizational commitment. Organizational commitment is "Organizational commitment is about identification with the goals and values of the organization, a desire to belong to the organization and a willingness to display effort on its behalf" [10].

Organizational commitment is a component of behavior. Organizational commitment is a situation in which an employee takes sides with an organization and its goals, and intends to maintain that membership [11]. That organizational commitment is the degree to which an employee believes in and accepts organizational goals and wishes to stay with the organization [12].

There are three general components in organizational commitment, namely: 1. Affective commitment 2. Continuance commitment 3. Normative commitment [13].

2.3 Work motivation

Motivation comes from the Latin Greek word *Movere* which means encouragement or driving force and the English "To Move" which means to move, another term for motivation by various opinions, namely need, desire, encouragement. The concept of motivation is used to explain the desire to behave, direction or choice, intensity or effort, sustainability, and completion or actual work performance [14].

Work motivation is motivation that occurs in situations that occur in work situations and environments that exist in an organization or institution. Success and failure in organizations are often associated with employee motivation. Basically humans always want good things, so that the driving force or driving force that motivates their enthusiasm for work depends on the expectations that will be obtained in the future. If these expectations

come true, then someone will tend to increase their work motivation. In general, the purpose of motivation is to move or inspire someone so that the desire and willingness to do something arises so that they can get results or achieve certain goals [15].

The success of an organization in achieving its goals is not only determined by the form of a complete organizational structure or structure, but is also influenced by the factor of placing individuals in the right position according to their abilities and expertise (the rights man, in the rights place), respectively. Individuals have different motivations at work. There are two motivations, namely intrinsic and extrinsic which can encourage a person to achieve satisfaction at work so that the impact on increased performance is high. Intrinsic and extrinsic motivation is something that both affect one's task [16].

2.4 Employee Performance

Performance is an important aspect in efforts to achieve organizational goals. The success of an organization in achieving a goal is inseparable from the performance of employees in the organization. There are several definitions of performance according to experts including performance is the result of motivation which means the amount of physical and mental energy of individuals used in carrying out their duties [17]. Performance as a result achieved by employees in their work according to certain criteria that apply to a job [18]. Performance as one measure of actual behavior in the multidimensional workplace, where performance indicators include: quality of work, quantity of work, work time, cooperation with colleagues [19].

2.5 Previous research

Previous research that is relevant in this research includes research there is a significant influence of organizational culture on employee performance and organizational commitment, this article also examines the influence of organizational culture on employee performance while Budiono examines the influence of organizational culture on employee performance and organizational commitment [20]. Research results motivation has an influence on employee performance [21], this article examines the effect of motivation on employee performance and adds organizational culture and organizational commitment variables. Organizational culture and organizational commitment have an effect on OCB [22], in common with this article using organizational culture and organizational commitment variables, while Andira examines the influence of organizational culture and organizational commitment on OCB. Research found the influence of leadership, organizational culture on employee performance [23]. Organizational culture and organizational commitment affect employee performance [24].

3. METHOD

Writing scientific articles is done with qualitative methods and literature studies. Another term is Library Research with an analysis of the factors that influence employee performance. Employee performance is an important foundation in the success of the organization to achieve goals in accordance with the vision and mission of the organization. The studies were obtained from the relevant literature with written theories and discussions, besides that this research also analyzed scientific journals both nationally and internationally.

4. DISCUSSION

This article discusses the variables that affect employee performance. Based on existing book references and previous research, it is known that many factors have a positive effect on employee performance. Some of these factors include organizational culture, organizational commitment and work motivation.

4.1 The Influence of Organizational Culture on Employee Performance

Organizational culture has a major role in shaping employee behavior. As a value system, organizational culture is the values and attitudes that have been believed by employees so that they have become the basis of behavior and attitudes of employees when working. The attitudes and values that have crystallized in the organization will guide employees to think, act and behave according to the attitudes and values they believe in. In other words, culture will affect the extent to which organizational members achieve organizational goals [25].

Organizational culture is the basic philosophy of the organization which contains shared beliefs, norms, and values as the core characteristics of how to do things in an organization [26]. Performance as the achievement of employee work results in quality and quantity in completing the tasks and responsibilities that have been given [27]. The results of Khaliq's research [28]; Aziz [29]; Rosyidah, Fadah & Tobing [30], explained that organizational culture including the values and norms applied to employees can affect the level of employee performance effectively. These results are supported by statistical tests which prove that organizational culture

indicators have a positive and significant effect on employee performance.

4.2 The Effect of Organizational Commitment on Employee Performance

Organizational commitment is a combination of three behavioral dimensions that can be used to assess the level of an employee's tendency to remain as a member of the organization, or to have a long-term career within the organization [31]. Organizational commitment is the identification and involvement of someone who is relatively strong in the organization. That is, an employee who has a high commitment has a strong desire to maintain his membership in the organization and is willing to work hard to achieve organizational goals.

As a reflection of employee attitudes, emotional closeness and employee attention to their organization in order to achieve success and sustainability of an organization, commitment has been considered as one of the employee attitudes that has received much attention from researchers in the field of organizational behavior [32]. Organizational commitment is formed due to trust, will and desire to achieve a goal in order to maintain its existence as part of the organization in good or bad conditions [33]. Commitment plays an important role in employee performance which can motivate or encourage someone to be responsible for their obligations, so that employees can face every challenge and difficulty they face [34].

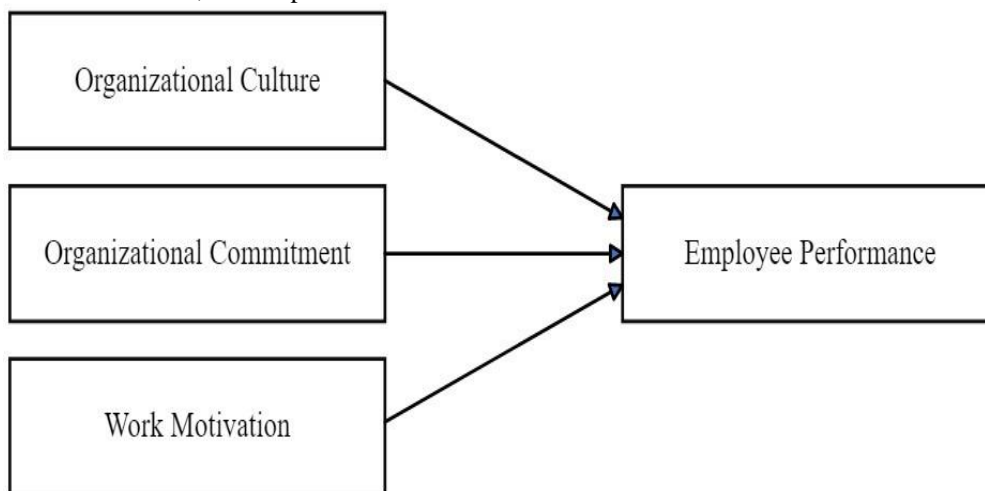
4.3 Effect of Work Motivation on Employee Performance

The relationship between motivation and performance that factors inherent in work are able to motivate employees to perform superiorly as a satisfying factor. Satisfying factors can be seen from intrinsic factors. These motivational factors are associated with job success, recognition, challenging work, improvement and growth in the job [35].

Empirical studies regarding work motivation and employee performance have been carried out by Fiqih Hidayah, et all [36]; Nurun Nabi [37]; Azar and Shafiqhi [38] state that motivation has a significant effect on employee performance.

4.4 Conceptual Framework

Based on the formulation of the problems that have been submitted and the relevant literature review, both from books, journals and articles, a conceptual framework is obtained as follows:



From the theoretical review, relevant literature studies and the description of the conceptual framework above, then: organizational culture, organizational commitment and work motivation variables affect employee performance. Apart from these three influencing variables, there are many other variables that affect employee performance, namely the Work Environment [39], Competence [40], Compensation [41].

5. CONCLUSION

Based on the formulation of the article and discussion, hypotheses can be formulated for further research (1) Organizational Culture Influences Employee Performance. The application of an appropriate and conducive Organizational Culture in the organization will have a positive influence on Employee Performance, (2) Organizational Commitment Affects Employee Performance. Employees who have good organizational commitment will have a positive effect on employee performance. (3) Work motivation affects employee performance. Implementation of a good leadership style will positively affect employee performance.

From several previous studies, it is clear that there is a positive and very significant influence of organizational culture, organizational commitment and work motivation on employee performance. Likewise, in this literature review journal, the effects of the variables above have also been discussed.

Based on these conclusions, it turns out that the researchers found that there are many other factors that influence employee performance, apart from organizational culture, organizational commitment, and work motivation at all types and levels of organizations or companies. Therefore, apart from the variables described in this article, further research is needed to identify other factors that can affect employee performance. Other factors such as individual competence, compensation, discipline, and many others.

6. ACKNOWLEDGEMENTS

This paper was written to qualify me to complete a master program, I would like to thank the individuals and organizations who are dedicated to helping me during this phase. This accomplishment would not have been possible without their support and assistance. I would like to thank the Faculty of Economics and Business, University of Jember for accepting me into the master's program. I also want to thank Dr. Purnamie Titisari, S.E., M.Sc. and Dr. Arnis Budi Susanto S.E., M.Si for his encouragement, inspirational ideas, suggestions, critical comments and professional guidance.

REFERENCES

1. Wardiman Djojonegoro. 1998. *Pengembangan Sumber Daya Manusia Melalui SMK*. Jakarta: Jayakarta Agung Offset
2. Armstrong, Michael and Baron. 2004. *Performance Management*. Toni Setiawan (Penerjemah). Tugu Publisher. Yogyakarta
3. Denison D. 1996. What is the Difference between Organizational culture and Organizational Climate? A Natives Point of View on Decade of Paradigm Wars. *Academy of Management Review* 21 (3)
4. Robbins, Stephen P .2001. *Organization Theory: Structure, Design and Application*, Third Edition, Terjemahan: Yusuf Udaya, Penerbit Arcan, Jakarta: Englewood Cliffs, New Jersey, Prentice-Hall International Inc.
5. Robbins, Stephen P.2003. *Perilaku Organisasi, edisi, jilid 2*. Jakarta: Gramedia.
6. Purnamie Titisari. 2014. *Peranan Organizational Citizenship Behavior (OCB) Dalam Meningkatkan Kinerja karyawan*. Jakarta: Mitra Wacana Media
7. Robbins, Stephen P. 2006. *Perilaku Organisasi Edisi kesepuluh*. PT Indeks. Jakarta
8. Luthans, F. 2006. *Perilaku Organisasi, (Alih Bahasa V.A Yuwono, dkk)*, Edisi Bahasa Indonesia, Yogyakarta: ANDI
9. Edgar, H. Schein, 1991. *Organizational Culture and Leadership*. Oxford Jossey Bass Publisher. San Fransisco
10. Michael Armstrong dan Duncan Brown. 2006. *Strategic Reward: Making it Happen*. Philadelphia: Kogan Page.
11. Robbins, Stephen P. 2015. *Perilaku Organisasi, Edisi 16*. Jakarta: Salemba.
12. Mathis RL & Jackson JH. 2006. *Human Resources Management*. Alih bahasa. Jakarta: Salemba Empat
13. Luthans, F. 2006. *Perilaku Organisasi, (Alih Bahasa V.A Yuwono, dkk)*, Edisi Bahasa Indonesia, Yogyakarta: ANDI
14. Pintrich, Paul R. & Schunk, Dale H. 2002. *Motivation in Education Theory Research, and Applications 2nd Edition*. Perason Education.
15. Merrill Prentice Hall. New Jersey
16. Ngalim Purwanto. 2011. *Psikologi Pendidikan*. PT Remaja Rosdakarya. Bandung
17. Luthans, F. 2011. *Organizational Behavior; An Evidence – Based Approach*. The MCGrow-Hill Companies, Inc. New York
18. Gibson, M. 2002. *Organisasi Perilaku-Struktur-Proses*. Terjemahan. Edisi V. Jakarta. Penerbit Erlangga
19. Robbins, Stephen P. 2008. *Perilaku Organisasi, Buku 1, Cetakan. 12*. Salemba Empat. Jakarta
20. Mathis RL & Jackson JH. 2006. *Human Resources Management*. Alih bahasa. Jakarta: Salemba Empat
21. Dewi Suryani Budiono. 2016. Pengaruh Budaya Organisasi terhadap Kinerja Karyawan melalui Komitmen Organisasi sebagai Variabel Intervening Pada PT. Kertarajasa Raya. *Jurnal Riset Ekonomi dan manajemen*. Vo. 16. No. 1. <http://dx.doi.org/10.17970/jrem.16.160103.ID>
22. Fiqih Hidayah Tunggal Wiranti, Agus Priyono, Markus Apriono. 2014. The Effect Of Leadership, Job Motivation, And Job Satisfaction Through Organizational Citizenship Behavior (OCB) To The Teachers' Performance Public Elementary School Mayang District,
23. Jember. *Jurnal Jurusan Manajemen Fakultas Ekonomi*. Universitas Jember

24. Andira Ramadha Arundita, Didik Subiyanto, Ignatius Soni Kurniawan. 2021. Pengaruh Budaya Organisasi terhadap Organizational Citizenship Behavior dengan Komitmen Organisasi sebagai Variabel Mediasi. *Jurnal fokus Manajemen Bisnis*. Vol.11 No.1. pp 1-21.
25. Khaliq, I. 2015. Pengaruh Budaya Organisasi, Disiplin Kerja Dan Kepemimpinan Terhadap Kinerja Pegawai Pada Sekretariat Daerah Kabupaten Indragiri Hulu. *Jurnal Tepak Manajemen Bisnis*, 7(1), 76-91.
26. Kardinah, Indriana Meutia dan Cahyadi Husada. 2019. Pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap Kinerja Karyawan. *Jurnal Riset Manajemen dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, Vol.4, No.1 Februari 2019: 119 – 126
27. Mega, K., & Surya, U. 2016. Peran Knowledge Sharing Dalam Memperkuat Pengaruh Kompetensi Dan Rotasi Kerja Untuk Meningkatkan Kinerja Sdm (Studi Pada Dinas Koperasi Dan Umkm Provinsi Jawa Tengah)
28. Tintami, L., Pradhanawati, A., & Nugraha, H. S. 2013. Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Disiplin Kerja Pada Karyawan Harian SKT Megawon II PT. Djarum Kudus. *Jurnal Ilmu Administrasi Bisnis*, 1(1), 189-196.
29. Mangkunegara, A.P. 2012. Evaluasi Kinerja SDM. Eresco. Prenada Media Group. Jakarta
30. Khaliq, I. 2015. Pengaruh Budaya Organisasi, Disiplin Kerja Dan Kepemimpinan Terhadap Kinerja Pegawai Pada Sekretariat Daerah Kabupaten Indragiri Hulu. *Jurnal Tepak Manajemen Bisnis*, 7(1), 76-91.
31. Aziz, A, *Pengaruh Spiritualitas dan Budaya Organisasi Terhadap Kinerja Karyawan Resto Ayam Goreng Nelongso*, Doctoral dissertation, University of Muhammadiyah Malang, 2018
32. Rosyidah, E., Fadah, I., & Tobing, D. S. K. 2018. Pengaruh Kepuasan Kerja dan Budaya Organisasi Terhadap Kinerja Pegawai Melalui Komitmen Organisasi di Unit-unit Pelayanan Publik Kabupaten Jember. *Jurnal Relasi STIE Mandala Jember*, 14(1), 1-16.
33. Sopiah, S. 2008. Budaya Organisasi, Komitmen Organisasional Pimpinan Dan Pengaruhnya Terhadap Kepuasan Kerja Dan Kinerja Karyawan Bank. *Jurnal Keuangan dan Perbankan*, 12(2), 308-317
34. Luthans, F. 2012. *Perilaku Organisasi*. Yogyakarta: Andi Offset
35. Sutrisno, S., Haryono, A. T., & Warso, M. M. 2018. Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior Sebagai Variabel Intervening (Studi Kasus Karyawan PT. Fumira Semarang). *Journal of Management*, 4(4).
36. Bodroastuti, T. 2016. Pengaruh Komitmen Organisasi Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Serta Dampaknya Terhadap Kinerja Karyawan. *JDEB*, Vol 13 No.1.
37. Herzberg, Frederick, et.al. 1959. *The Motivation to Work*. John Wiley & Sons. Inc. USA
38. Fiqih Hidayah Tunggal Wiranti, Agus Priyono, Markus Apriono. 2014. The Effect of Leadership, Job Motivation, And Job Satisfaction Through Organizational Citizenship Behavior (OCB) To the Teachers' Performance Public Elementary School Mayang District,
39. Jember. *Jurnal Jurusan Manajemen Fakultas Ekonomi*. Universitas Jember
40. Nurun Nabi, Islam M, Dip TM, Hosain AA. 2017. Impact of Motivation on Employee Performance: A Case Study of Karmasangsthan Bank Limited, Bangladesh. *Arabian Journal Business Management Review* 7:293. Doi: 10.4172/2223-5833.1000293
41. Azar, Maryam, Ali Akbar Shafiqhi. 2013. The Effect of Work Motivation on Employees' Job Performance (Case Study; Employees of Isfahan Islamic Revolution Housing Foundation). *International Journal of Academic Research in Business and Social Science*.
42. September 2013. Vol.3, No.9 ISSN: 2222-6990
43. Artana, I Wayan Arta. 2012. Pengaruh Kepemimpinan, Kompensasi, dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Kasus Di Maya Ubud Resort & SPA). *Jurnal Perhotelan dan Pariwisata*, 2(1):h;66-80
44. Anainur. 2018. Pengaruh Budaya Organisasi, Kompetensi, Motivasi terhadap Kinerja Karyawan. *Jurnal Ilmiah Magister Manajemen*, Vol. 1 No.1.
45. Taufiq, Ahmad. 2013. Analisa Pengaruh Kompensasi, Motivasi Kerja, Lingkungan Kerja Fisik dan Disiplin Kerja Terhadap Kinerja karyawan Bagian Produksi Pada CV. Qirana Furniture Jepara. *Dinamika Manajemen* Vol. 2 No.3 Halaman 113-128.