



DETERMINATION OF WORK CULTURE AND PERFORMANCE: MOTIVATION ANALYSIS AND INFORMATION TECHNOLOGY (LITERATURE REVIEW OF HUMAN RESOURCE MANAGEMENT)

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Abstract: Along with the development of technology and high human mobility, the need for fast and easy data and information is standard in today's digital era. Utilization of information technology, both the needs of individuals, groups, and organizations, until almost all sectors of work cannot be separated from the role and function of information technology in terms of helping the work to get better results. This article reviews the Determination of Information Technology and Work Culture: Motivation and Performance Analysis, A Study of Human Resource Management Literature. The results of this research library are that: 1) Motivation affects Work Culture; 2) Motivation affects Work Culture; 3) Motivation affects performance; 4) Information Technology affects performance, and 5) Work Culture has an effect on performance.

Keyword: Work Culture, performance, Motivation and Information Technology

INTRODUCTION

Background

Along with the development of technology and high human mobility, the need for fast and easy data and information is standard in today's digital era. Utilization of information technology, both the needs of individuals, groups, and organizations, until almost all sectors of work cannot be separated from the role and function of information technology in terms of helping the work to get better results.

With the development of information technology, the influence of the work culture of an individual, group or organization will experience shifts and changes. This shift and change in work culture need to be researched and analyzed, whether and how it affects the motivation and performance of an individual, group or organization.

We understand that studies is something this is required of every student in his medical work, each for the Bachelor (S1) level in the shape of a paper, Master (S2) in the thesis, as well as Specialist and Doctoral (S3) in his dissertation. Meanwhile, for academics, researchers and different useful body of workers, doing research and making medical articles published in clinical journals is an outcome for each professional development and benefits for the broader network.

The training of studies articles calls for a theoretical foundation to strengthen the research being built, seeing the connection among variables in building hypotheses, which is an integral part of the dialogue section of a studies examine. Based on the practical level in of students and younger teachers, and other researchers, the problem of getting assisting articles in research as preceding studies or as applicable studies. This article analyzes Motivation and Information Technology on Work Culture and its Impact on Performance (A Study of Human Resource Management Management Literature).

Formulation of the problem

Based at the historical past, the troubles to be discussed can be formulated on the way to build hypotheses for further studies, particularly:

- 1). Does motivation have an effect on Work Culture?
- 2). Does Information Technology have an effect on Work Culture?
- 3). Does motivation have an effect on overall performance?
- 4). Does Information Technology have an effect on performance?
- 5). Does work lifestyle affect performance?

LITERATURE REVIEW

Work Culture

The rapid development of technology in this era of globalization demands social changes for individuals, groups, and organizations. Changes in the social order affect work culture and organizational culture, which also demands an improvement in attitudes, good moral behavior, high morale, and related service.

Understanding and definitions of work culture according to experts:

- Sulakso (2002) work culture is the attitude and behavior of employees/employees in carrying out their duties and functions.
- Nawawi (2003) argues that work culture is a habit carried out by employees/employees in an organization.
- Mangkunegara (2005) said that work culture is a set of assumptions or belief systems, values, and norms constructed in an corporation that can be used as a foundation of behavior for its participants to overcome external model and internal integration troubles.
- Ndraha (2015) defines work culture, Is a collection of simple thoughts or mental packages used to increase work efficiency and human cooperation owned via a set of people.
- Osborn (2014) describes work culture as a set of behaviors, feelings and psychological frameworks that are deeply internalized and shared by members of the organization.
- Triguno (2016) is a philosophy primarily based on a view of existence as values that develop into a trait and habit, and grow to be a riding pressure, then grow to be entrenched within the life of a network group or corporation, then could be contemplated in attitudes, behavior, beliefs, thoughts, critiques, and moves manifested as work.

The purpose of work culture is how the attitudes and conduct of Human Resources (HR) in an business enterprise can be better in order that there's an arise in work productivity to stand various forms of challenges inside the destiny. While the benefits of a work culture encompass several things, such as: a) Improving the spirit of cooperation increases; b) Creating a spirit of togetherness; c) Cultivate an open attitude; d) Create a sense of family; e) Creating better communication; f) Increased work productivity; h) Care about developments from the outside; i) Produce better quality of work; j) Errors are easy to find and can be fixed immediately

Work culture has values, while the values of the work culture include: Commitment and consistency, holding on to it wholeheartedly and promising to carry out tasks obediently to achieve goals.

- Authority and responsibility, carry out the given authority and responsibility properly so that no other party feels disadvantaged.
- Sincerity and honesty, sincerity is a genuine willingness, which grows from the bottom of the heart, and does not expect anything in return, while courage, to overcome itself, dares to refuse and act against all evil.
- Integrity is always consistent in saying and doing, while professionalism is competence in carrying out its duties and functions correctly and adequately.
- Creativity and sensitivity, creativity means having new and innovative ideas that appear spontaneously for essential and urgent matters. In contrast, sensitivity is the response of a person or organization in the face of an event that can be beneficial, detrimental or harmful.
- Exemplary is an attitude and behavior both consciously and unconsciously of a leader who is perceived by his subordinates as something that encourages him to imitate.
- Togetherness and group dynamics, togetherness is a spontaneous attitude or behavior of a group of people that are carried out together. Group dynamics is a way of working in serving and or achieving the work goals of the group, carried out dynamically, creatively, and synergistically as a whole.
- Accuracy and speed are about the target, accuracy, goal achievement, and without any errors, while speed is the efficient use of time.
- Rationality and emotional intelligence, rationality is to think objectively, involving various scientific processes or intellectual abilities. Emotional intelligence is the ability to recognize, understand, regulate and motivate both managing one's feelings and the feelings of others.
- Firmness and firmness adhere to guidelines, moral values, management standards, and so forth., at the same time as firmness is a clean and unambiguous nature, person, and motion.
- Discipline and work order show an attitude that is always obedient to certain rules, norms, and principles, and regularity shows consistent behavior following the provisions and procedures.
- Courage and wisdom, courage is defined as daring to take risks to a decision quickly and accurately, while wisdom is the basis for forming values (good and bad).
- Dedication and loyalty. Dedication is an attitude of being willing to sacrifice energy, thought, and time to achieve success towards a good cause. Loyalty is a form of loyal attitude or spirit of devotion to the institution, nation, or state, and is obedient and loyal in carrying out their duties and obligations.
- Enthusiasm and motivation, enthusiasm is the power or energy that drives behavior to the highest level, while motivation is the need to achieve behavior goals.
- Perseverance and patience, perseverance is conscientious and diligent in exploring work consistently and continuously based on agreed commitments, while patience is a calm and unemotional nature and attitude in achieving goals without sacrificing the interests of others.
- Fairness and openness, justice is placing other people based on their functions, roles and responsibilities and paying attention to the rights and obligations of the community. Openness is not to carry out activities in a secure manner to cause lousy prejudice.
- Science is the result of studies/research, both pure and applied, beneficial to society.

- Technology is a way or method of work to produce a product of goods/services needed by an agency and the community.

The types of work culture can be grouped into 4 namely (1) hierarchical culture, (2) consensus culture, (3) ideological culture and (4) rational culture. At the same time, the indicators of work culture are (a) discipline, (b) openness, (c) mutual respect, and (d) cooperation.

This work culture has been studied by many previous researchers, including: (Supartha & Sintaasih, 2017), (Sitti, 2020), (Sawir, 2020), (Humas, 2018), (Wijaya et al., 2019), (Kamaroellah, 2014), (Harjanto et al., 2020), (INDIYANINGSIH, 2020), (Sinaga et al., 2020), (Putri, 2020), (Purnomo et al., 2018), (Sundari, 2015), (Musran et al., 2019), (Huseno, 2016), (Tubagus Achmad Darodjat, 2015), (Budiyanto & Mochklas, 2020), (Regiana, 2014), (Astuti et al., 2020), (Meilinda et al., 2019), (Zebua, 2020), (Irmayanti et al., 2020), (Indrawan, 2019), (Adha et al., 2019), (Jundy, 2018), (Bahri, 2018), (Kemendikbud, 2010), (Kautsar, 2017), (Mukhtar, Hapzi Ali & Rusmini, 2017)

Performance

Performance results from accumulated behavior that occurs at a specific time, in different contexts and involves other people. Based on the opinion of experts, defines the meaning of performance is as follows: Mink (1993: 76) argues that individuals with high overall performance have several traits, consisting of (a) fulfillment-oriented, (b) having self-belief, (c) being able to manipulate themselves, and (d) having competence. John Witmore, in *Coaching for Performance* (1997: 104), said that performance is the implementation of functions that are led from a person to actions, achievements, or skills. Yusniar Lubis, Bambang Hermanto & Emron Edison (2019: 26) overall performance is the fulfillment of a process that is measured over a positive duration primarily based on pre-decided provisions, standards and agreements. Anwar Prabu Mangkunegara (2000: 67), performance or work performance is the result of work achieved by someone based on the duties and responsibilities imposed in quality and quantity. Maluyu S.P. Hasibuan (2001:34) states that performance (work achievement) outcomes from paintings carried out via a person in wearing out responsibilities and obligations which are charged based totally on talents, experience, sincerity and time. Barry Cushway (2002: 1998) argues that performance is an assessment of what has been done compared to the targets that have been set.

Ambar Teguh Sulistiyani (2003: 223) argues that performance is a combination of abilities, efforts and opportunities of a person judged by the results of his work. Veizal Rivai (2004: 309) states that performance is a person's actual behavior displayed as work performance and is generated for his participation.

Here are some opinions of experts related to the factors that affect performance: Based on the opinion of Robert L. Mathis and John H. Jackson (2001: 82) the factors that affect individual performance, among others; (1) ability (2) motivation (3) support obtained (4) work done (5) relationship to the organization

Factors influencing performance, according to Mangkunegara (2000), are; (1) ability factor, so it is essential to place individuals according to their abilities, related to potential abilities (IQ) and reality abilities (education). (2) motivational factors, such as individual attitudes towards work situations, move individuals to unleash their potential to work optimally in achieving the goals they want to achieve.

David C. McClelland (1997) says that achievement motives and work achievement have a close and positive relationship. With the achievement motive, a person has the choice and preference to perform his responsibilities and responsibilities as well as viable to obtain paintings overall performance (Performance) with a commendable predicate. Based on this, McClelland stated that there are 6 traits of a person who has a high cause, namely: (1) having

excessive responsibility (2) daring to stand risks (three) having sensible goals (4) having a complete paintings plan and striving to understand it. (five) Utilization concrete remarks on all activities or paintings accomplished. (6) trying to realise the plans that have been made at each opportunity. three factors impact overall performance: (1) person elements along with capabilities, talents, heritage, paintings experience, social level, and individual demographics. (2) psychological elements consist of perceptions, roles, attitudes, persona, motivation and job pride. (3) organizational elements include organizational shape, job design, management, and reward system.

Based on the opinion of Kopelman (1988), the factors that affect performance are; (1) individual characteristics such as personality, abilities, education level, skills, motivation, norms and values, age and gender, ethnicity, socioeconomic status, experience, will determine work behavior and work productivity, both individually and in organizations, (2) organizational characteristics such as vision and mission, organizational structure, reward system, selection and training, (3) work characteristics. such as work schedule, job design, job description

According to Bernardin and Russel (1993:379), performance appraisal measures individual contributions to work organizations. According to Cascio (1992: 267) performance appraisal is a systematic description of the strengths and weaknesses of individuals and groups. According to Bambang Wahyudi (2002:101) performance appraisal is a periodic and systematic evaluation procedure of a person's work performance or position, including its development potential. Meanwhile, according to Henry Simamora (338:2004), performance appraisal is a procedure used by organizations to evaluate the implementation of individual work.

Performance appraisal methods are assessment based on ranking (procedure ranking), assessment based on classification (classification ranking), performance appraisal using a scale (graphic rating scales), behaviorally anchored ranking scales (BARS), and management by objective.

Part of performance appraisal is rule enforcement and punishment, namely: Obey the rules that have been set; Giving punishment; Enforcement of discipline; Giving awards such as benefits/fringe benefits, stock options, employee ownership; Providing incentives, which can be in the form of financial incentives and non-monetary incentives.

Performance has been studied by many previous researchers, including: (Kamaroellah, 2014), (Sitti, 2020), (Budi Setiawan & Rahmawati, 2020), (Tjiptono, 2011), (Sawir, 2020), (Sunarta, 2019), (Tersiana, 2018), (Khoiri et al., 2022), (Wibowo, 2015), (Humas, 2018), (Mukhtar, Hapzi Ali & Rusmini, 2017), (Ansori & Ali, 2015), (Kautsar, 2017), (Bahri, 2018), (Jundy, 2018), (Irmayanti et al., 2020), (Zebua, 2020), (Meilinda et al., 2019), (Suryaningtyas, 2020), (Tika, 2008), (Astuti et al., 2020), (Regiana, 2014), (Farhah et al., 2020), (Jufrizen, 2018), (Masitoh et al., 2020), (Latifah et al., 2020), (Sudarmanto, 2014), (Prof. Dr. Lijan Poltak Sinambela, 2016), (Prabowo, 2020), (INDIYANINGSIH, 2020), (Sanjaya & Moertono, 2020), (Sinaga et al., 2020), (Putri, 2020), (Randy et al., 2019), (Purnomo et al., 2018), (Jufrizen & Hadi, 2021), (Sundari, 2015), (Musran et al., 2019), (Huseno, 2016), (Sutanjar & Saryono, 2019), (Maswar et al., 2020), (Budiyanto & Mochklas, 2020), (Edi, Moehariono Si, 2012), (Maarif & Kartika, 2014), (Regiana, 2014), (Astuti et al., 2020)

Motivation

Motivation comes from the English language Motivation, which means reason, reasoning, encouragement, inner power, stimulation, with the verb motivate, which means to encourage and comes from the Latin "movere", which means encouragement or driving force. Based on the opinion of motivation experts are: Imron (1966), stated motivation from English

"motivation," which means that encouragement or cause to do an interest or interest to attain a goal.

Campbell, et al. (1970), argues that motivation has to do with problems (1) behavioral direction (2) the strength of work efforts and reactions after employees decide a particular course of action (3) the length of time a person behaves in a certain way or persists in behavior. McClelland (1975), motivation is formed due to unmet needs, which result in pressure and imbalance in the individual. Individuals make certain concrete efforts until pressure and balance can be achieved to meet their needs. (Journal of Educational Sciences, 1999). Sigmund Freud, argues that motivation is generally a subconscious behavior that is influenced by wants and needs (Hersey, 1977)

Mitchell (1982), motivation is representative of the psychological process, which results in the emergence, direction, and persistence of voluntary (voluntary) activities towards certain goals. Gray. Etc. (1984) argues that motivation results from several internal and external processes of a person, which results in the emergence of an attitude of enthusiasm and persistence towards the implementation of specific activities.

Robbins and Mary Coulter (1990), argue that worker motivation is the willingness to perform activities to gain organizational goals with conditions to satisfy man or woman needs. Weiner (1990), motivation is someone's inner situation that reasons a person to behave to gain specific desires and always be interested by those activities. Usman H., (2006), argues that work motivation is the existence of a person's desire and need behind it to work. Uno (2007), defines motivation as internal and external encouragement to a person based on indications of desires, needs, expectations, awards, and respect.

In general, motivational theories are grouped into: Need theory/content theory, including the hierarchy of needs theory (Abraham H. Maslow, 1943), ERG theory (Clayton Aldelfer, 1972), motivator-hygiene theory (Frederick Herzberg, 1966), three need theory (David McClelland); Process theory, including expectancy theory (Victor H. Vroom, 1964), equity theory and goal-setting theory (Edwin Locke); Learning Theory

Motivation has been studied by many previous researchers, including: (Supartha & Sintaasih, 2017), (Sitti, 2020), (Mangkunegara, 2013), (Robbins & Jugde, 2017), (Tersiana, 2018), (Mukhtar, Hapzi Ali & Rusmini, 2017), (Farhah et al., 2020), (Jufrizen, 2018), (Masitoh et al., 2020), (Latifah et al., 2020), (Prabowo, 2020), (Randy et al., 2019), (Hermingsih & Purwanti, 2020), (Purnomo et al., 2018), (Jufrizen & Hadi, 2021), (Sundari, 2015), (Musran et al., 2019), (Sutanjar & Saryono, 2019), (Maswar et al., 2020), (Budiyanto & Mochklas, 2020), (Adha et al., 2019), (Bahri, 2018), (Ikhsani & Ali, 2017), (Mazur, 2021), (Kessler, 2013), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Prayetno & Ali, 2020), (Riyanto, Sutrisno, et al., 2017), (Masydzulhak et al., 2016), (Chauhan et al., 2019)

Information Technology

Technology is the knowledge that aims to make tools, process and extract objects. The term "technology" is generally understood by the public as technology created and developed to overcome various problems in human life; it can be described that technology is a product, process, or organization. With technology, the human ability to solve various problems can be expanded. Meanwhile, what is meant by information is often equated with the meaning of data. Information Technology includes everything related to the process of data manipulation and information management (J. D. Simarmata, 2020)

Based on the Big Indonesian Dictionary, technology is a scientific method to achieve practical goals; applied science the whole means to provide the parts needed for human survival. At the same time, information is information, notification, news or news about something, the whole meaning that supports the message seen in the parts of the message.

The following is the definition of information technology according to the views or definitions of experts, among others: Oxford Dictionary (1995) define information technology as studies of electronic devices, especially computers, for storing, analyzing, and distributing information, including words, numbers, and pictures; Haag and Keen (1996) Information technology is a set of tools that can help work with information and perform functions and roles related to information processing; Martin (1999) Information technology is not limited to hardware and software that performs the role and function of processing and storing information but also includes communication technology as a sender of information.; Lucas (2000) Information technology is a form of application of technology for processing and sending information electronically; Williams dan Sawyer (2003) Information technology is a technology that combines computers and high-speed communication networks that contain data, voice and video; Rasul (2008) Information technology includes various matters related to data manipulation and information processing. Communication technology includes variously related to delivering and sending information from sender to receiver. The two technologies are equivalent technologies, inseparable and interrelated.

From the above understanding and definition, information technology is a variety of computer technologies and applications for storing, studying/analyzing, retrieving, manipulating data and or information in the form of words/sounds (audio/video), documents and/or pictures and sending/ distribute, receive and process/reprocess following the needs of users/users of information electronically. (Bagaskoro, 2019)

Based on technology, information technology is related, such as hardware, software, databases, networks and other equipment. In a broader concept, information technology is described as a collection of information technology, users and management for the entire organization. Information technology is a technology used to process data, including processing, obtaining, compiling, storing, and manipulating data to produce quality information, namely relevant, accurate and timely information, which is used for personal, business, and government purposes. Moreover, it is strategic information for decision-making (J. Simarmata et al., 2020).

Based on the definition above, information technology can be grouped into 6 technologies, namely: (1) communication technology, (2) input technology, (3) processing machine/processing technology, (4) storage technology, (5) output technology, (6) software. (Bagaskoro, 2019)(J. D. Simarmata, 2020)

The role and function of information technology, in general, there are 6 functions, namely: capture, processing, generating, storage, retrieval and transmission. While the role of information technology based on the opinion of G.R. Terry, a management expert, stated that there are 5 functions of information technology, namely: operation function, monitoring and controlling function, planning and decision lifting functions, communication functions, inter-organizational function. (Bagaskoro, 2019)(J. D. Simarmata, 2020)

This information technology has been studied by many previous researchers, including: (Humas, 2018), (Syamsuar & Reflianto, 2018), (Purnomo et al., 2018), (Susanto & Akmal, 2019), (Musran et al., 2019), (Makmur, 2019), (Agustina, Hartono, 2020), (Sitti, 2020), (Azizah Mutiara, 2020), (Harjanto et al., 2020), (Astuti et al., 2020), (Simanjuntak et al., 2021), (Kausar, 2021), (Khoiri et al., 2022), (Ashshidiqy & Ali, 2019)

Table 1: Previous research

No	Author (year)	Previous Research Results	Equation with this article	The difference with this article
1	(Retno Widiastuti et al., 2018)	The study results: (1) positive and significant influence of leadership on work culture. (2) positive and significant influence of work	Positive and significant influence of work motivation on work culture	(1) The positive and significant influence of leadership on

		motivation on work culture. (3) the positive and significant influence between leadership and work motivation on work culture simultaneously.		work culture. (2) The positive and significant influence between leadership and work motivation on work culture simultaneously.
2	(Miyono & Rosidin, 2017)	The results of the study: (1) competence is strongly correlated with work culture (2) achievement motivation is strongly correlated with work culture (3) competence and achievement motivation jointly affect work culture.	Achievement motivation is strongly correlated with the work culture	(1) Competence is strongly correlated with the work culture (2) Competence and achievement motivation jointly affect work culture.
3	(Achmad Mutahir et al., 2021)	The results of the study: (1) work culture has a tremendous and sizable impact on work motivation; (2) the work surroundings has a wonderful and good sized effect on work motivation; (3) incentives have a advantageous and considerable impact on work motivation; (4) work subculture has a fantastic and large impact on performance; (five) the work environment has a wonderful and great effect on performance; (6) incentives have a effective and sizable impact on performance; (7) work motivation has a nice and full-size effect on performance.	(1) Work culture has a positive and significant effect on work motivation. (2) Work culture has a positive and significant effect on performance. (3) Work motivation has a positive and significant effect on performance.	(1) the work surroundings has a positive and full-size impact on paintings motivation. (2) incentives have a effective and big impact on paintings motivation. (three) the work surroundings has a effective and sizeable impact on overall performance. (4) incentives have a effective and full-size effect on worker overall performance.
4	(Budhi, 2018)	The study results: after the test results in an assessment where the use of information technology greatly influences employee performance and organizational culture.	The use of information technology greatly influences employee performance and organizational culture	Organizational culture
5	(Faedlulloh et al., 2020)	The study results show that the idea of Smart ASN still has an inherent problem, namely that the utilization of information technology in the bureaucracy is not optimal.	The influence of information technology on work culture	-
6	(Fachreza et al., 2018)	The results of the study: work motivation, work environment, and organizational culture either partially or simultaneously have a significant and positive effect on performance.	Work motivation, work environment, and organizational culture affect performance	Motivation affects the work environment and organizational culture.
7	(Musran et al., 2019)	The study results: repayment and using facts generation have an effect on work motivation, while the paintings surroundings and organizational subculture do not have an effect on work	The utilization of information technology affects work motivation. Work motivation has an effect and has an	Work environment and organizational culture do not affect work motivation

		motivation. Work motivation has an effect and has an effect on overall performance.	impact on performance.	
8	(Purnomo et al., 2018)	The study results: The use of information technology has a great effect on performance. Work way of life has a tremendous impact on performance. Motivation has a big impact on overall performance. The use of statistics technology has a substantial effect on performance, with motivation as a moderating variable. Work subculture notably impacts performance, with motivation as a moderating variable.	Research suggests that records generation has a tremendous impact on overall performance. Work tradition has a considerable impact on overall performance. Motivation has a massive impact on overall performance.	(1) The use of information era has a significant impact on overall performance, with motivation as a moderating variable. (2) Work culture notably impacts performance, with motivation as a moderating variable.
9	(Suprianto, 2017)	The results of the study: accounting information system variables, information technology, and motivation have a significant effect on performance, while partially accounting information system variables have no effect and are not significant, while information technology and motivation variables have a significant effect on performance.	Information Technology, motivation has a significant effect on performance	An accounting information system has no effect and is not significant.
10	(Muzakki et al., 2016)	The study results: the independent variable of the use of information technology has a significant effect on the dependent variable of performance simultaneously and partially. While the rest are other variables (ability and motivation), that can affect performance.	The utilization of information technology affects performance. The ability and motivation of employees affect performance	ability
11	(Sinaga et al., 2020)	The study results: (1) Organizational Culture has a nice and enormous impact on managerial overall performance. (2) Work surroundings has a high quality and insignificant impact on managerial overall performance. (three) Knowledge Transfer has a wonderful and huge effect on managerial performance. (four) The software of facts technology has a effective and insignificant impact on managerial overall performance. (5) Organizational way of life, work environment, know-how switch, and application of statistics technology have a nice and large effect on managerial overall performance.	The application of information technology has a positive and insignificant effect on managerial performance.	(1) Organizational subculture has a fantastic and enormous impact on managerial overall performance. (2) The paintings environment has a nice and insignificant effect on managerial performance. (3) Knowledge switch has a nice and full-size effect on managerial overall performance.
12	(Dewi Sapitri & Wiratmaja,	The study results: The effectiveness of the application of AIS, using data era and work	Utilization of data era and work motivation has a fantastic impact	Effective implementation of AIS

	2019)	motivation have a advantageous effect on performance.	on individual overall performance	
13	(Adha et al., 2019)	The results of the study: are superb and good sized on worker overall performance. Meanwhile, work motivation is not stimulated by way of employee overall performance.	The work environment and work culture are fine and massive to employee performance	Work motivation is not influenced by employee performance
14	(Yossi Maria Marintan Hutajulu et al., 2021)	The study results: (1) discipline, work culture, and work motivation have a direct positive effect on performance. (2) work culture and discipline have a direct positive effect on work motivation. (3) work culture does not directly affect employee performance through work motivation.	Discipline, work culture, and work motivation have a direct positive effect on performance. work culture, discipline have a direct positive effect on work motivation	Work culture does not directly affect employee performance through work motivation
15	(Winandar et al., 2021)	The consequences of this examine indicate that work subculture, emotional intelligence, and satisfaction have an effect on employee overall performance. And delight can mediate the affect of work culture and emotional intelligence on worker overall performance	Work culture, emotional intelligence and satisfaction affect employee performance	Emotional intelligence, satisfaction with performance

RESEARCH METHOD

The writing technique used on this scientific article makes use of qualitative strategies and library research and assessing concept and the connection or have an impact on between variables from books and journals each offline in the library and on line sourced from Mendeley, Google Scholar and different on line media. Citation or quotation using the American Psychological Association (APA) method. Library studies is used constantly in qualitative studies, observed through methodological assumptions, this means that that it should be used inductively in order that it does not direct the questions posed by means of the researcher. One of the main motives for engaging in qualitative research is that the studies is exploratory (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article in the concentration of Human Resource Management is:

The Influence of Motivation on Work Culture.

Based on previous research, the results showed that there was a positive and significant influence of work motivation on work culture (Retno Widiastuti et al., 2018), achievement motivation was strongly correlated with work culture (Miyono & Rosidin, 2017), and work culture had a positive and significant effect on motivation. work (Achmad Mutahir et al., 2021)

Based on the existing theory that motivation affects work culture, where the dimensions or indicators of motivation are (1) needs, (2) encouragement and (3) goals. This affects the dimensions or indicators of work culture, namely (a) discipline, (b) openness, (c) mutual respect, and (d) cooperation. Motivation affects work culture, and this is in line with research conducted by: (Yossi Maria Marintan Hutajulu et al., 2021), (Adha et al., 2019), (Fachreza et al., 2018)

The Influence of Information Technology on Work Culture.

Based on the results of previous research, it was stated that the use of information technology greatly influences employee performance and organizational culture (Budhi, 2018); in this case, the influence of information technology on organizational culture, not work culture. In addition, the results of other research regarding the idea of Smart ASN where there is still an inherent problem that is not an optimal use of information technology in a bureaucracy. (Faedlulloh et al., 2020). So far, the research related to the influence of information technology on work culture has not been found by many authors; research is still related to the influence of information technology on organizational culture and needs to be noted in the future. Information Technology affects Work Culture; this is in line with research conducted by: (Budhi, 2018), (Harjanto et al., 2020), (Musran et al., 2019)

The Effect of Motivation on Performance.

Motivation is a process that starts from the lack of physiological or psychological needs that trigger behavior or drive to achieve goals or obtain incentives. Motivation is a psychological process that causes movement, direction and maintenance of an action that is carried out voluntarily with a specific goal-oriented. Motivation may be interpreted as someone's strength that could lead to a stage of endurance and enthusiasm in sporting out an pastime, each originating from within the person itself (intrinsic motivation) and from outside the person (extrinsic motivation). Based on this understanding, 3 additives shape motivation, specifically (1) needs, (2) encouragement and (3) goals.

The relationship between motivation, behavior and performance where motivation is a psychological process that produces certain behaviors, with the aim that each individual wants to mobilize his energy to work better and increase productivity which ultimately increases individual and organizational performance. Motivation is different from behavior, but motivation is one of the factors that can influence behavior. Behavior itself is a reflection of one's actions. A person's behavior is influenced by various factors, such as background, motivation, and environment. Performance appraisal has an essential role in developing an organization effectively and efficiently because performance appraisal can be a barometer of giving rewards, rewards and recognition of performance, as a guideline for recruitment, dismissal, or promotion, as information on employee development progress, and as a liaison between the HR management planning function and other HR functions. Performance appraisal is beneficial for the dynamics of the organization's growth because, through the assessment, the actual condition of individual performance can be known. Based on previous research stating that work motivation, work environment, and organizational culture both partially and simultaneously have a significant and positive effect on Performance (Fachreza et al., 2018), work motivation has an effect and has an impact on Performance (Musran et al., 2019), motivation has a significant effect on Performance (Purnomo et al., 2018), information technology and motivation have a significant effect on Performance (Suprianto, 2017)

The Effect of Information Technology on Performance.

Based on previous research stating that compensation and the use of information technology affect work motivation (Musran et al., 2019), research shows that the use of information technology has a significant effect on Performance (Purnomo et al., 2018), information technology and motivation have a significant effect on Performance (Purnomo et al., 2018), Suprianto, 2017), the independent variable in the form of the usefulness of using information technology has a significant influence on the dependent variable performance simultaneously and partially (Muzakki et al., 2016), the use of information technology and work motivation has a positive effect on individual Performance (Dewi Sapitri & Wiratmaja,

2019). However, there is research related to the effect of information technology on performance which results in that the application of information technology has a positive and insignificant effect on managerial performance and will be different if other variables are added, namely; organizational culture, work environment, knowledge transfer, and application of information technology have a positive and significant effect on managerial Performance (Sinaga et al., 2020).

The Influence of Work Culture on Performance.

Based on previous research, it is stated that the work environment and work culture are positive and significant to employee performance (Adha et al., 2019). Discipline, work culture, and work motivation have a direct positive effect on performance. Moreover, work culture and discipline directly affects work motivation (Yossi Maria Marintan Hutajulu et al., 2021), work culture, emotional intelligence and satisfaction affect employee performance (Winandar et al., 2021).

Based on previous research, it can be concluded that work culture affects performance.

Conceptual Framework

Based at the formula of the problem, theoretical research, and applicable previous research and then a discussion of the influence among variables, the framework for thinking in this newsletter is as proven within the image below.

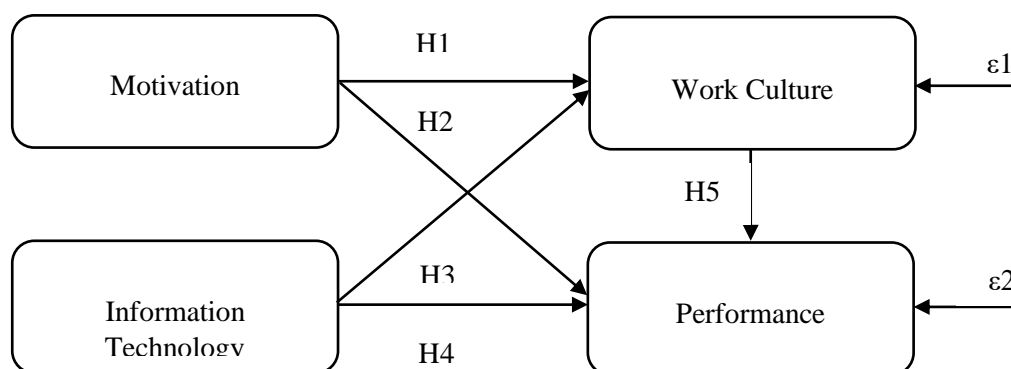


Figure 1: Framework

Based on the conceptual framework picture above, motivation and performance affect Information Technology and Work Culture either directly or indirectly.

In addition to the motivation and performance variables that affect Information Technology and Work Culture, many other variables can influence it, including the following variables:

- 1) Leadership: (Suryadi, 2020), (Retno Widiastuti et al., 2018), (Trilaksono, 2006), (Restanti et al., 2020), (Randy et al., 2019), (Sutanjar & Saryono, 2019), (Sutanjar & Saryono, 2019), (Ansori & Ali, 2017), (No et al., 2017), (Agussalim et al., 2020), (Widodo et al., 2020), (Limakrisna et al., 2016), (Anwar et al., 2020)
- 2) Compensation: (Suryadi, 2020), (Musran et al., 2019), (Ikhsani & Ali, 2017), (Juliningrum & Sudiro, 2013), (Riyanto, Pratomo, et al., 2017), and (Purba et al., 2017),
- 3) Work environment: (H, 2021), (Faedlulloh et al., 2020), (Mukhtar, Hapzi Ali & Rusmini, 2017), (Maswar et al., 2020), (Musran et al., 2019), (Masitoh et al., 2020), (Fachreza et al., 2018), (Sinaga et al., 2020), (Adha et al., 2019), (Jundy, 2018), (Purba et al., 2017), (Sardjijo & Ali, 2017)
- 4) Incentives: (Achmad Mutahir et al., 2021)

- 5) Organizational culture: (Harini et al., 2020), (Limakrisna et al., 2016), (Purba et al., 2017), (Brata et al., 2017), (Elmi et al., 2016)
- 6) Commitment: (Trilaksono, 2006), (Hariyanto et al., 2021), (Hapzi Ali, Mukhtar, 2016), (Limakrisna et al., 2016), (Harini et al., 2020), (Ridwan et al. ., 2020), (Prayetno & Ali, 2017), (Silitonga et al., 2017), (Mukhtar et al., 2016)
- 7) Emotional intelligence: (Winandar et al., 2021)

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on theoretical studies, relevant articles and discussions, hypotheses can be formulated for further research: Motivation affects Information Technology; Performance affects Information Technology; Motivation affects Work Culture; Performance affects Work Culture; Information Technology affects Work Culture.

Suggestion

Based on the conclusions above, the suggestion in this article is that many other factors affect Work Culture and Performance, apart from Motivation and Information Technology at all types and levels of the organization; therefore, further studies are needed to look for factors. Other factors can affect Work Culture and Performance other than those examined in this article, such as Leadership, Compensation, Work Environment, Incentives, Organizational Culture, Commitment and Emotional Intelligence.

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