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FACTORS THAT INFLUENCE EMPLOYEE PERFORMANCE: MOTIVATION, LEADERSHIP, ENVIRONMENT, CULTURE ORGANIZATION, WORK ACHIEVEMENT, COMPETENCE AND COMPENSATION (A STUDY OF HUMAN RESOURCE MANAGEMENT LITERATURE STUDIES)

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Abstract: Previous research or relevant research is very important in a scientific research or article. Previous research or relevant research serves to strengthen the theory and phenomenon of the relationship or influence between variables. From the research theme Motivation Factors, Leadership, Work Environment, Organizational Culture, Work Performance Competence, and Compensation, which affect Employee Performance (A Literature Study of Human Resource Management). hypothesis has been obtained for further research, namely: 1) Work Motivation has a relationship and affects the Employee Performance; 2) Leadership influences Employee Performance; 3) Work environment influences employee performance; 4) Organizational Culture influences Employee Performance; 5) Job Performance influences Employee Performance; 6) Competence influences Employee Performance 7) Compensation influences Employee Performance.

Keywords: Employee Performance, Work Motivation, Leadership, Work Environment, Organizational Culture, Work Achievement, Competence and Compensation

INTRODUCTION

Background

Every student both Strata 1, Strata 2 and Strata 3, are required to conduct research in the form of thesis, thesis and dissertation. Likewise for lecturers, researchers and other functional workers actively conducting research and prophesying scientific articles for publication in scientific journals.

Based on empirical experience of many students and young lecturers as well as other researchers, it is difficult to find supporting articles in research as previous research or as relevant research. Articles as relevant researchers are needed to strengthen the theorists

examined, to see the relationship between variables and build hypotheses, also very necessary in the discussion of the results of the study.

This article specifically discusses the Motivation Factors, Leadership, Work Environment, Organizational Culture, Work Performance Competencies, and Compensation, (X1, X2, X3, X4, X5, X6, X7) that affect the Performance (Y) of Employees, (A Study of Management Literature Human Resources). All factors not that affect Employee Performance in this article, but only a handful of dominant factors will be examined in this article.

Formulation of the problem.

Based on the background, the problem will be discussed so that it will focus more on the literature review and the results and discussion later.

- 1) Does Work Motivation have a relationship and affect Employee Performance
- 2) Does Leadership have a relationship and influence Employee Performance
- 3) Does the Work Environment have a relationship and affect Employee Performance
- 4) Does Organizational Culture have a relationship and influences Employee Performance
- 5) Does Work Achievement have a relationship and influence on Employee Performance
- 6) Does Competence have a relationship and affect Employee Performance
- 7) Does Compensation have a relationship and affect Employee Performance

Purpose of Article Writing

Based on the background and formulation of the problem, the purpose of writing this article is to analyze and find out the relationship or influence between independent variables on the dependent variable.

- 1) Work Motivation on Employee Performance
- 2) Leadership to Employee Performance
- 3) Work Environment on Employee Performance
- 4) Organizational Culture on Employee Performance
- 5) Job Performance on Employee Performance
- 6) Competence on Employee Performance
- 7) Compensation for Employee Performance

LITERATURE REVIEW

Employee performance

The term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by someone), namely the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2011). This understanding gives an understanding that performance is an act or behavior of a person in carrying out their duties, which can be observed and assessed by others.

Performance is a function of motivation and ability to complete one's tasks or work duly have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be

done and how to do it. Performance is a real behavior that is displayed by everyone as a work achievement produced by employees in accordance with their role in the organization. Employee performance is a very important thing in an organization's efforts to achieve goals (Rivai and Sagala, 2009).

According to Mangkunegara (2011), employee performance can be assessed from: 1) Quality of work; 2) Work quantity; 3) Responsibility; 4) Cooperation; and 5) Initiatives. Meanwhile, according to Rivai and Sagala (2009), the aspects assessed to measure a person's performance based on the results of Lazer and Wikstrom's study (1997) can be grouped into three, namely: 1) Technical ability; 2) Conceptual ability; and 3) the ability of interpersonal relationships.

Performance has been examined by many previous researchers including: (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), (Ansori & Ali, 2017), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Agussalim, Kristin, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Ansori & Ali, 2017), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017a), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016),

From several theories about performance, it can be concluded that performance is a work result or level of success achieved by workers in their field of work which can be directly reflected in the output produced in the form of quantity and quality, according to the criteria applied to the job. Which can be measured through 1) Technical ability; 2) Conceptual ability; 3) Responsibilities; 4) Initiative; and 5) the ability of interpersonal relationships.

Work motivation

Every person in carrying out a certain action must be driven by the existence of certain motives. Motivation usually arises because of the needs that have not been met the goals achieved, or because of the desired expectations. Work motivation is a combination of complex psychological forces within each person (Wibowo, 2014). Each individual has their own motivations that may be different. The following will find a number of definitions of motivation according to experts.

Luthan (2006) argues that motivation is a process that begins with physiological or psychological deficiency that drives behavior or encouragement aimed at goals or incentives. Thus, the key to understanding the motivational process depends on the understanding and relationship between needs, encouragement and incentives.

Besides Robbin and Judge (2015) defines motivation as a process that explains the strength, direction, and perseverance of someone in an effort to achieve goals. Because motivation in general is related to efforts towards each goal, we narrow the focus to organizational goals on work-related behavior.

According to Maslow in Triatna (2015), a person's needs range from the lowest needs to the highest needs. Maslow put forward five hierarchies of needs for humans, namely basic needs, security, social, appreciation, and self-actualization. In each of these hierarchies consists of five levels, namely: 1) Physiological; 2) Security; 3) Social; 4) Awards; and 5)

self-actualization. In another motivational study, David McClelland in Mangkunegara (2011) suggested three types of human needs, namely: 1) Need for Achievement; 2) Need for Affiliation; and 3) Need for Power. Work motivation has been thoroughly examined by previous researchers including: (Riyanto, Sutrisno, et al., 2017a), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019).

From some of the opinions mentioned above it can be concluded that motivation is an impulse to act on a series of processes of human behavior by considering the direction, intensity, and perseverance in achieving goals. Which can be measured through two dimensions, namely: 1) intrinsic; and 2) extrinsic. Indicators of intrinsic motivation are achievement, recognition, responsibility, achievement, and work done. While the indicators of extrinsic motivation are supervision, salary, physical working conditions, work relationships, security, and opportunities.

Leadership

Leadership is an effort that uses leadership style to influence and not force in motivating individuals to achieve goals (Gibson, 2010). According to Hasibuan (2010) leadership is someone who uses his authority and leadership, directing subordinates to do some of his work in achieving organizational goals.

In addition Kreitner and Kinicki (2014) said that leadership is an effort to influence members to achieve organizational goals voluntarily. This understanding emphasizes the ability of leaders who do not force in moving members of the organization to do work or activities that lead to organizational goals.

According to Davis, quoted by Handoko (2012), the main characteristics that must be possessed by a leader are: 1) Intelligence (Intelligence); 2) Maturity; 3) self-motivation and drive for achievement; and 4) Attitudes of human relations. Whereas according to Pasolong in Ariani (2015) leadership style can be measured through: 1) Decisions are made together; 2) Appreciate the potential of each of his subordinates; 3) Hear criticism, suggestions / opinions from subordinates; and 4) Cooperating with subordinates.

Leadership has been examined extensively by previous researchers including: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali, Mukhtar, et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016).

From some of the opinions mentioned above it can be concluded that leadership is someone who uses authority and responsibility to influence members in the organization in order to achieve goals. Which can be measured through 1) Intelligence (Intelligence); 2) Awards; 3) Motivating; and 4) Cooperating with subordinates.

Work environment

The work environment is anything that is around the workers who can influence themselves in carrying out the tasks entrusted (Nitisemito, 2009). According to Sedarmayati (2011) the work environment is the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as groups. In line with Hasibuan (2010) which defines the work environment

is everything that exists around the workers who can influence drinya in carrying out the tasks entrusted.

According to Sarwoto in Sedarmayanti (2012) states that in general, the type of work environment is divided into 2 namely: 1) Workplace environment / physical working environment; and 2) Work environment / non-physical work environment (Non-Physical Working Environment). According to Sunyoto (2015), the indicators in measuring the work environment are divided into four, namely: 1) Work System; 2) Fellow Workers' Relations; 3) Relationship between Subordinates and Leaders; and 4) The availability of Work Facilities. The Work Environment has been thoroughly researched by previous researchers including: (Purba et al., 2017).

From some of the opinions mentioned above it can be concluded that the work environment is an environment where employees can influence drinya in carrying out the tasks entrusted. Where in general the work environment is divided into 2 namely: 1) Workplace environment / Physical work environment; and 2) Work environment / non-physical work environment (Non-Physical Working Environment).

Organizational culture

rganizational culture is a collection of values and norms that control interactions between members of the organization with other members and with people who are outside the organization (Jones, 1998). According to Drucker in Tika (2010), organizational culture is the principal of solving external and internal problems whose implementation is carried out consistently by a group that is passed on to new members as an appropriate way to understand, think and feel about the problems associated . Meanwhile, according to Robbins (2012) Organizational culture as a system of shared meanings shared by members that distinguishes these organizations from other organizations.

Furthermore Robbins (2012) explains that organizational culture can be measured through 7 indicators, namely: 1) Innovation and risk taking; 2) Attention to detail; 3) Outcome orientation; 4) People Orientation; 5) Team Orientation; 6) Aggressiveness; and 7) Stability. Meanwhile, according to Peter F. Drucker in Tika (2010) the characteristics of organizational culture can be measured through: 1) Individual Initiatives; 2) Tolerance of risky actions; 3) Direction; 4) Integration; 5) Management support; 6) Control; 7) Identity; 8) Reward system; 9) Tolerance to conflict; and 10) Communication patterns. Organizational Culture has been examined extensively by previous researchers including: (Harini et al., 2020), (Elmi et al., 2016).

From some of the opinions mentioned above it can be concluded that organizational culture is the norms and habits that are accepted as truth by all people in the organization. Organizational culture becomes a common reference among humans in interacting in organizations. When people join an organization, they bring the values and beliefs they have been taught. Organizational culture can be measured through 1) Attention to detail; 2) Outcome orientation; 3) People Orientation; 4) Tolerance of risky actions; 5) Direction; and 6) Management support.

Job Performance Assessment

Employee work performance is a very important thing in an organization's efforts to achieve its goals, so various activities must be carried out by the organization to improve it. One of them is through performance appraisal. Job performance evaluation is the process by which organizations evaluate or assess employee work performance (Handoko, 2012). Sikula in Hasibuan (2010) explains that performance appraisal is a systematic evaluation of work done by employees and shown for development. Meanwhile, according to Mangkunegara (2011) describes employee performance appraisal carried out systematically by company leaders based on the work assigned to him.

Employee performance appraisal in a company varies depending on the determination of the company itself, but in general the dimensions of performance appraisal according to Soeprihanto (2009) are as follows: 1) fair; 2) objective; 3) transparent; 4) consistent; and 5) sensitive. Work achievement evaluation has been thoroughly examined by previous researchers including: (Riyanto, Sutrisno, et al., 2017a), (Thanh Nguyen et al., 2019), (Riyanto, Sutrisno, et al., 2017b), (Riyanto, Sutrisno, et al., 2017a).

From some of the opinions mentioned above, it can be concluded that the assessment of work performance is an assessment of the work performance of employees in an effort to correct or assess the performance of their employees and as an evaluation material so that the performance of their employees can be even better. The performance appraisal is based on 1) fair; 2) objective; 3) transparent; 4) consistent; and 5) sensitive.

Competence

Competence is a basic characteristic of a person that enables them to excel superior performance in their workers. According to Troter defines that a competent person is someone who with the skills to do jobs easily, quickly, intuitively and very rarely or never makes mistakes (Ridwan et al., 2020). Hutapea and Thoha (2008) argues that competence is the capacity that exists in someone who can make that person able to fulfill what is required by workers in an organization so that the organization is able to achieve the expected results. Webster's Ninth New Collegiate Dictionary in (Ansori & Ali, 2017) defining competency is a skill of an expert. Where an expert is defined as someone who has a certain level of skill or high knowledge in a particular subject gained from training and experience.

According to Hutapea and Thoha (2008) competencies are divided into two types, namely technical competencies and non-technical competencies. Where technical competence can be measured through: 1) education level; 2) work experience; and 3) analytical skills. While non-technical competencies can be measured through: 1) Self Control (Self Control); 2) Self Confidence; 3) Flexibility (Flexibility); and 4) Attitude. Meanwhile according to Boulter et al. in Rosidah (2009) competency covers several aspects of dimensions, namely: 1) Motives; 2) Traits and Attitude; 3) Self-Concept; 4) Knowledge; and 5) Skills or Behavior. Many competencies have been studied by previous researchers including: (Ansori & Ali, 2017), (Ridwan et al., 2020).

From some of the opinions mentioned above, it can be concluded that competence is a specification of knowledge and skills and the application of such knowledge and skills in a job or company or across industries, in accordance with the required performance standards. Competency is broadly divided into two namely technical competency and non-technical

competence. Where technical competence can be measured through: 1) education level; 2) work experience; and 3) analytical skills. While non-technical competencies can be measured through: 1) Self Control (Self Control); 2) Self Confidence; 3) Flexibility (Flexibility); and 4) Attitude.

Compensation

Rivai and Sagala (2009) suggested that compensation is something that is received by employees as a substitute for the contribution of their services to the company. Compensation is one of the implementation of HRM functions that relate to all types of individual rewards in exchange for carrying out organizational tasks. Singodimedjo in Sutrisno (2009) stated that compensation is all remuneration received by an employee from his company as a result of the services / labor he has given to the company. Meanwhile, according to Simamora (2009), compensation is all forms of financial returns, realized services and benefits obtained by employees as part of employment relations.

According to Rivai and Sagala (2009) compensation can be measured through two indicators namely financial compensation and non-financial compensation. Where financial compensation is measured through 1) direct compensation in the form of salary, incentives, and overtime pay; and 2) indirect compensation in the form of benefits and facilities. Whereas for non-financial compensation can be in the form of praise, appreciation, recognition and work leave. Compensation has been thoroughly examined by previous researchers including: (Riyanto, Pratomo, et al., 2017), (Purba et al., 2017), (Paul & Resources, 2000).

From some of the opinions mentioned above, it can be concluded that compensation is all rewards received by an employee in return for contributions made to the company. Compensation is broadly divided into two, namely financial compensation and non-financial compensation. Where financial compensation is measured through 1) direct compensation in the form of salary, incentives, and overtime pay; and 2) indirect compensation in the form of benefits and facilities. Whereas for non-financial compensation can be in the form of praise, appreciation, recognition and work leave.

Conceptual Framework

Based on the study of the theory and the relationship between variables, the model or Conceptual Framework of this article in order to build a hypothesis is as follows:

- 1) The Effect of Work Motivation on Employee Performance based on research results: (Riyanto, Sutrisno, et al., 2017a), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), and (Chauhan et al., 2019).
- 2) The Effect of Leadership on Employee Performance based on research results (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali, Mukhtar, et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), and (Elmi et al., 2016).
- 3) Effect of Work Environment on Employee Performance based on research results: (Purba et al., 2017).

- 4) The Effect of Organizational Culture on Employee Performance based on research results:(Harini et al., 2020), and (Elmi et al., 2016).
- 5) The Effect of Job Performance Rating on Employee Performance based on research results: (Riyanto, Sutrisno, et al., 2017a), (Thanh Nguyen et al., 2019), (Riyanto, Sutrisno, et al., 2017b), and (Riyanto, Sutrisno, et al., 2017a).
- 6) Effect of Competence on Employee Performance based on research results (Ansori & Ali, 2017), and (Ridwan et al., 2020).
- 7) Effect of Compensation on Employee Performance based on research results: (Riyanto, Pratomo, et al., 2017), (Purba et al., 2017), and (Paul & Resources, 2000)

From previous theoretical and research studies and based on research objectives, this research framework is as below.

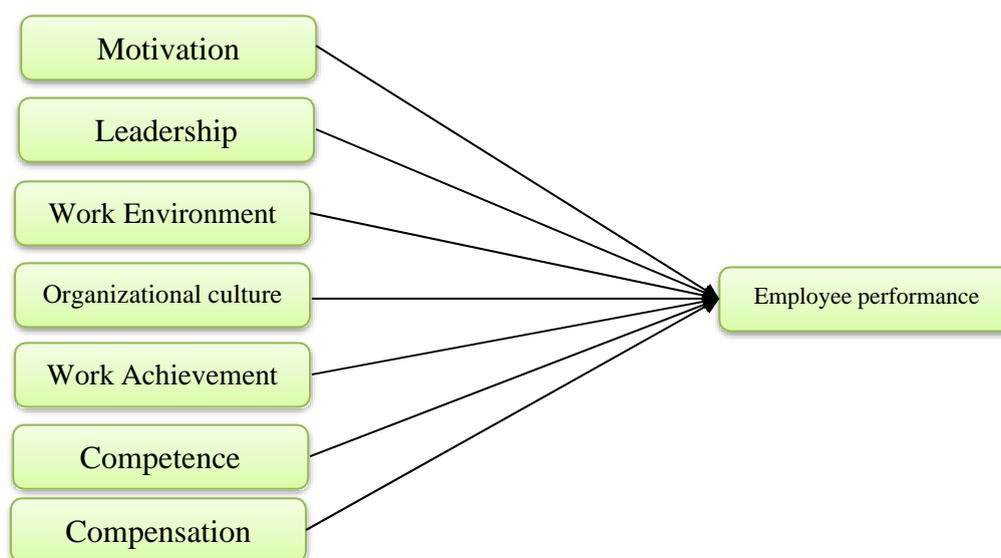


Figure 1. Conceptual Framework

RESEARCH METHOD

The method for writing scientific articles is by studying literature or Library Research. Studying literature books in accordance with the theory discussed especially in the scope of Human Resource Management (HRM). Besides analyzing reputable scientific articles and also scientific articles from journals that are not reputable. All cited scientific articles are sourced from Mendeley and Scholar Google.

RESULTS AND DISCUSSION

Result

1. Motivation and Employee Performance

Motivation and performance have a close relationship, where both are related to one another. But it must be observed that various studies on the relationship between the two show that good motivation will create good performance. However, this relationship is not a

causal relationship because the factors forming performance are not only motivation but there are other factors (Triatna, 2015).

Motivation is a factor that drives someone to do a certain activity, therefore motivation is often interpreted as a factor driving a person's behavior. Every activity carried out by someone must have a factor that drives the activity. Therefore, the driving factor of a person to carry out a certain activity in general is the person's needs and desires (Gitosudarmo in Sutrisno, 2009). If he needs and wants something, then he will be encouraged to do certain activities to get what is needed.

Hersey and Blanchard in Sedarmayanti (2011) states that motivation tends to decrease in strength if it is met or hampered fulfillment. Hersey and Blanchard's opinion states that if motivation is not given to subordinates will experience a decrease in performance results, and if motivation is given, then the results of better performance or experience high strength.

Motivation and Performance have been examined by many previous researchers including: (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019);; and (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), (Ansori & Ali, 2017), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Agussalim, Kristin, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Ansori & Ali, 2017), (Djoko & Ali, 2012), (Riyanto, Sutrisno, et al., 2017a), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016), (Riyanto, Sutrisno, et al., 2017a), (Bastari et al., 2020), which suggests that motivation has a significant effect on performance. The results of this test can be interpreted that employees who have good work motivation will perform more optimally.

2. Employee Leadership and Performance

The leader has the responsibility of creating conditions that stimulate members to achieve the specified goals. Leadership style is a reflection of one's ability to influence individuals or groups. A leader must be able to maintain harmony between meeting the needs of individuals with individual direction on organizational goals. An effective leader is a leader who recognizes the important strengths contained in an individual or group, and is flexible in the way the approach is used to improve the performance of the entire organization.

Leadership style is very influential in achieving performance targets that have been set. This was revealed by Rivai & Mulyadi (2012) who suggested that the leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved. The same thing was also expressed by Wibowo (2014) who identified that leadership is one of the factors that can affect individual performance.

In addition, several studies that have been conducted previously also revealed that leadership has a large role in influencing employee performance, including research conducted by (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali, Mukhtar, et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016);; (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al.,

2016), (Agussalim, Kristin, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Ansori & Ali, 2017), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017a), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016), (Ansori & Ali, 2017), (Harini et al., 2020).

3. Work Environment and Employee Performance

Work environment is related to the existence of facilities and infrastructure as well as social aspects that support workers in carrying out work. Organizational members or employees who are involved in the same job, share common tasks, or face the same job need environmental factors that can support their togetherness. As stated by Evans in Virgana (2011) that the work environment is all opportunities that allow employees to contribute to work more productively, safely and pleasantly.

Research conducted by Cahyani and Ardana (2013) shows that proper spatial planning in the workplace will affect employee performance. This spatial planning must be supported by adequate light distribution, selection of appropriate wall colors, air circulation and air temperature in accordance with the room (Norianggono, Hamid, & Ruhana, 2014). The lack of light distribution in each employee's room will result in employees unable to work quickly and precisely. Peace of mind is also needed by each employee to do their jobs (Agastia, 2014).

Work Environment and Performance have been examined by many previous researchers including: (Purba et al., 2017); and (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), (Ansori & Ali, 2017), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Agussalim, Kristin, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Ansori & Ali, 2017), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017a), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Agussalim, Ayu Rezkiana Putri, et al., 2016).

4. Organizational Culture and Employee Performance

Organizational culture is the values developed in an organization, where these values are used to direct the behavior of employees (Prihartono & Ali, 2020). In addition, according to Maith, organizational culture makes an organization to succeed and become more stable, more advanced, more anticipatory to environmental changes (Ansori & Ali, 2017).

Organizational culture is very influential on the behavior of members of the organization because the value system in organizational culture can be used as a reference for human behavior in organizations that are oriented towards achieving the goals or performance results set, so that if the organizational culture is good then the organization members are good and quality people. To create effective and efficient employee performance for organizational progress, it is necessary to have an organizational culture as one of the work guidelines that can be used as a reference for employees to carry out organizational activities (Susanto et al, 2009).

Shina et al. (2010) organizational culture itself can help employee performance, because it is able to create work motivation for employees to provide the best ability to take

advantage of opportunities that have been provided by the company. Organizational Culture and Performance have been examined extensively by previous researchers including: (Harini et al., 2020), (Elmi et al., 2016), (Ali, Limakrisna, et al., 2016), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Agussalim, Kristin, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Ansori & Ali, 2017), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017a), (Prayetno & Ali, 2017), (Ridwan et al., 2020).

5. Work Achievement and Employee Performance

As for one of the factors that can affect performance is the assessment of work performance. This was stated by Hasibuan (2010) who said that one of the uses of performance appraisal was to increase employee motivation to achieve the goal of getting good performance. Performance appraisal is important because it can provide information to improve company performance in the future, as a basis for employee compensation, consideration in the decision to place a position, as well as training needs, planning, and career development of employees (Astuti, 2006).

Achievements and Performance have been examined by many previous researchers including them: (Riyanto, Sutrisno, et al., 2017a), (Thanh Nguyen et al., 2019), (Riyanto, Sutrisno, et al., 2017b), (Riyanto, Sutrisno, et al., 2017a), (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), (Ansori & Ali, 2017), (Harini et al., 2020), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Agussalim, Kristin, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Ansori & Ali, 2017), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017a), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezki Putri, et al., 2016), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Riyanto, Pratomo, et al., 2017).

6. Competency and Employee Performance

Competence is the capacity that exists in someone who can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the expected work (Hutapea and Thoha, 2008). In the management of competency performance has more role in the dimensions of individual behavior in adjusting a job well. Performance competence can be interpreted as behaviors shown from employees who have perfect, consistent and effective performance compared to employees who have average performance (Ansori & Ali, 2017). Besides Trotter also revealed that a competent person will do his work easily, quickly, intuitively and very rarely or never make mistakes (Ridwan et al., 2020).

Competence and Performance have been examined by many previous researchers including: (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), (Ansori & Ali, 2017), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Agussalim, Kristin, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Riyanto, Sutrisno, et al., 2017a), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi

Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016), (Ansori & Ali, 2017), (Djojo & Ali, 2012).

7. Compensation and Employee Performance

Compensation is an important factor in efforts to improve employee performance, the size of the compensation can affect the level of employee performance, the greater the compensation received, the employee will be more active to work (Prayetno & Ali, 2017). Compensation is anything that employees receive as compensation for their work, and compensation itself can be divided into two, namely direct and indirect compensation. And direct compensation is a compensation for services to employees who are received directly, routinely or periodically because they have provided assistance / donations to achieve organizational goals (Ruky, 2010), and direct compensation includes salaries, bonuses / incentives, commissions. In addition to direct compensation, indirect compensation also has an equally important role in improving employee performance. And indirect compensation includes ray day benefits and health benefits.

Compensation and Performance have been examined extensively by previous researchers including: (Riyanto, Pratomo, et al., 2017), (Purba et al., 2017), (Paul & Resources, 2000), (Prihartono & Ali, 2020), (Ansori & Ali, 2017), (Harini et al., 2020), (Agussalim, Kristin, et al., 2016), (Agussalim, Kristin, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Ansori & Ali, 2017), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017a), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017).

Discussion

This article analyzes and discusses the variables of Human Resource Management (HRM), namely: Employee Performance, Work Motivation, Leadership, Work Environment, Organizational Culture, Work Performance Competence, Compensation. Where Work Motivation, Leadership, Work Environment, Organizational Culture, Work Achievement Assessment, Competence, and Compensation affect Employee Performance, Research and previous articles and relevant to this article are:

1) Work motivation has a relationship and affects Employee Performance

Work motivation has a relationship and affects Employee Performance, this statement is based on articles from relevant research and reviewed, including: (Riyanto, Sutrisno, et al., 2017a), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019).

This explains that if employees have high work motivation in carrying out their work both in the form of intrinsic and extrinsic motivation, then this will also be followed by an increase in employee performance in the form of technical ability, conceptual ability, responsibility, initiative; and interpersonal relationship skills.

2) Leadership influences Employee Performance

Leadership influences Employee Performance, this statement is based on articles from relevant research and reviewed, including: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali, Mukhtar, et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016).

This article indicates that if a leader in a company or organization has intelligence (intelligence), respect for his subordinates, able to motivate, and able to work well with his subordinates, then this will also be followed by increased employee performance both in terms of technical ability, ability conceptual, responsibility, initiative; and interpersonal relationship skills.

3) Work environment influence employee performance

Work Environment influences Employee Performance, this statement is based on articles from relevant research and reviewed, including:(Purba et al., 2017).

The results of this study explain that if an organization or company is able to provide a conducive performance environment for its employees in carrying out their daily routine tasks both the workplace environment / physical work environment, and the working environment / non-physical work environment (Non -Physical Working Environment). Then this will be followed by an increase in employee performance both in the form of technical ability, conceptual ability, responsibility, initiative; and interpersonal relationship skills.

4) Organizational Culture influence Employee Performance

Organizational Culture influences Employee Performance, this statement is based on articles from relevant research and reviewed, including: (Harini et al., 2020), (Elmi et al., 2016).

The results of this study suggest that if an organization has a strong culture in the form of Attention to detail, Outcome orientation, People Orientation, Tolerance for risky actions, Direction, and Management support. Then this will be followed by an increase in employee performance both in the form of technical ability, conceptual ability, responsibility, initiative; and interpersonal relationship skills.

5) Job Performance Evaluation influences Employee Performance

Performance appraisal affects employee performance, this statement is based on articles from relevant research and reviewed, including: (Riyanto, Sutrisno, et al., 2017a), (Thanh Nguyen et al., 2019), (Riyanto, Sutrisno, et al., 2017b), (Riyanto, Sutrisno, et al., 2017a).

This explains that if the performance appraisal assessment given to employees can be done fairly, objectively, transparently, consistently and sensitive. Then this will be followed by an increase in employee performance both in the form of technical ability, conceptual ability, responsibility, initiative; and interpersonal relationship skills.

6) Competence affects employee performance

Competence affects employee performance, this statement is based on articles from relevant research and reviewed, including:(Ansori & Ali, 2017), (Ridwan et al., 2020).

This explains if the company or organization can place its employees in accordance with their competencies in the form of technical and non-technical competencies. Then this will be followed by an increase in employee performance both in the form of technical ability, conceptual ability, responsibility, initiative; and interpersonal relationship skills.

7) Compensation affects employee performance

Compensation affects Employee Performance, this statement is based on articles from relevant research and reviewed, including:(Riyanto, Pratomo, et al., 2017), (Purba et al., 2017), (Paul & Resources, 2000).

This article explains that if the compensation provided by a company or organization can be given properly, both in the form of financial compensation and non-financial compensation. Then this will be followed by an increase in employee performance both in the form of technical ability, conceptual ability, responsibility, initiative; and interpersonal relationship skills.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the formulation, objectives and results reviewed and discussed in this article, it can be concluded to build a hypothesis for further research are:

- 1) Work motivation has a relationship and affects Employee Performance
- 2) Leadership influences Employee Performance
- 3) Work environment influences employee performance
- 4) Organizational Culture influences Employee Performance
- 5) Job Performance influences Employee Performance
- 6) Competence affects employee performance
- 7) Compensation affects employee performance

RECOMMENDATIONS

Based on the above conclusions, the suggestions in this article both academically and empirically are as follows:

There are still many other factors that affect Employee Performance or Employee Performance at all types and levels of the organization, therefore it is still in need of further studies to complement what other factors can influence Performance.

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