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The Influence of Organizational Work Culture, Competence, and Work Motivation on Employee Performance (HR Literature Review)

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Abstract: The aim of this research is to build a hypothesis of the influence between variables which will later be used in further research within the scope of human resource management science. The writing method used in this research is library research, sourced from previous research. Online media used to obtain previous research such as google scholar, publish or perish, and other academic online media. The results of this research are: 1) the influence of organizational work culture on employee performance, 2) the influence of competency on employee performance; and 3) work motivation influences employee performance.

Keyword: Organizational Work Culture, Work Culture, Competence, and Work Motivation

INTRODUCTION

The influence of work culture is very determining in the implementation of work to achieve employee performance. The work environment is divided into two types, namely physical and non-physical work environments. The physical work environment is all physical conditions found around the workplace that can affect employees either directly or indirectly. (Sari, Rasyid, and Khosasih 2023). The physical work environment is divided into two categories, namely the environment that is directly related to and near the employee (chairs, tables, etc.) and the intermediate environment (temperature, humidity, air circulation, lighting, mechanical vibrations, unpleasant odors, colors, etc.). The non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors, relationships with fellow colleagues and relationships with subordinates (Sari, Rasyid, and Khosasih 2023)

Meanwhile, the success of an organization is influenced by employee performance, where employee performance is said to be individual because each employee has a different level of ability to carry out their duties, therefore the performance of each employee can help the company to measure employees for their work results (Nurwin and Frianto 2021). Employee performance is one of the key factors in determining the success of an organization. In carrying out a job, competency is required, which is the level of the worker's ability to complete the tasks. Competency is the behavioral dimension of a behavioral role that a person needs to carry out work satisfactorily. With good competence, work

responsibilities can be completed (Yulianty et al. 2021). In the context of modern organizations, increasing productivity and efficiency depends not only on technology or work structures, but also on competent and motivated human resources (HR). Therefore, competence and work motivation are two fundamental aspects that must be managed well. Competency, which includes knowledge, skills and work attitudes, plays an important role in determining the extent to which an individual is able to carry out their duties and responsibilities optimally. Meanwhile, work motivation, both intrinsic and extrinsic, encourages individuals to achieve performance targets through consistent effort. It is believed that an effective combination of competence and motivation can produce superior performance.

A number of previous studies have discussed the relationship between competence, work motivation and employee performance. However, differences in organizational context, culture, and individual characteristics provide room for further exploration. This literature review aims to analyze and synthesize findings from various related studies to provide deeper insight into how competence and work motivation influence employee performance in various contexts. Through this literature review, it is hoped that significant relationship patterns can be found, supporting factors identified, as well as practical recommendations for implementation in organizations. Thus, this research not only contributes to the development of knowledge, but also provides practical benefits for HR managers in improving employee performance.

In carrying out activities to achieve its goals, an organization has several factors that are interrelated and influence each other. One of these factors which is very important to mobilize other factors is human resources. Therefore, organizations are required to manage and optimize human resources. Human resources are an important factor in an organization because humans are able to move all components in the organization. An organization without people will not work. Humans are resources that have thoughts and feelings that differentiate them from other factors of production. Because the differences in character and roles are very important, organizations must always manage their production factors effectively and efficiently in order to be able to create excellence through human resources themselves in creating goods or services.

In an increasingly competitive and dynamic world of work, the success of an organization is greatly influenced by two main factors, namely organizational culture and the competence of the individuals and teams within it. Organizational culture, as a set of values, norms and behaviors that guide interactions in the work environment, forms the basic framework that influences how an organization achieves its goals. On the other hand, competency reflects each individual's ability to apply relevant knowledge, skills and attitudes to carry out tasks effectively. Furthermore, it is said that competency is a combination of knowledge, skills and attitudes that a person needs to carry out tasks or work effectively in accordance with established standards. Competence is not only about theory, but also how individuals can apply their abilities in real situations. Competence is also the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitudes required by the job. Thus, competency shows skills and knowledge that are characterized by professionalism in a particular field as the most important or superior in that field. Improving employee performance requires adequate competency. Competency has a very important role, because in general competency concerns a person's basic ability to do a job (As'ad Ajmal 2021)

Motivation is a strong force (encouragement) from within a person to carry out activities in accordance with that impulse (Yulianty et al. 2021). Motivation is something that can generate motives, generate motivation or move someone or oneself to do something in order to achieve satisfaction and shared goals (Yulianty et al. 2021). Factors that influence

motivation include internal factors (the desire to live, the desire to have, the desire to gain appreciation, the desire to gain recognition, the desire to have power) and external factors (work environment conditions, adequate compensation, adequate supervision. good, there is job security, status and responsibility, flexible regulations) (Yulianty et al. 2021).

Employee performance is an important concern for company leaders, because employee performance will have an impact on organizational performance. Based on the results of previous research, there are various efforts that can be taken by company leaders as an effort to improve performance, one of which is by increasing employee competence. Competence is an individual's ability to carry out a job correctly and have excellence based on matters relating to knowledge, skills and attitudes (Septiana et al. 2023). Achieving a job is based on a factor that encourages someone to voluntarily do it, which is called motivation (Yulianty et al. 2021). Motivation can also be interpreted as a work drive that arises in a person to behave in achieving predetermined goals. (Yulianty et al. 2021).

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Based on the background above, the aim of writing this research is to build a hypothesis for further research, namely to formulate: 1) The Influence of Organizational Work Culture on Employee Performance, 2) The influence of competence on employee performance; and 3) Work Motivation influences employee performance.

METODE

This research uses descriptive qualitative methods and library research. Where to review several previous studies that are relevant to this research. Researchers collected data from online media such as Google Scholar, Publish or Perish and other academic online media. Apart from that, researchers use Mendeley as a tool for making references in the bibliography. This qualitative article must use consistent methodological assumptions, so that it does not raise questions asked by readers. This qualitative research is also exploratory in nature (Novianti, Widia, and Heryadi 2023).

RESULTS AND DISCUSSION

Organizational Work Culture

The organizational culture that exists in many companies today shapes employee behavior, so that when an employee is in a company, they must be able to follow the habits and culture that dominate in that company, it's just that the culture that dominates is not necessarily in accordance with the employee's individual characteristics, but must adapt to the dominant culture. Differences or deficiencies in organizational culture cause disruption to interactions between co-workers. Groups of co-workers who are used to this culture do not have a problem, but problems arise from employee adaptation behavior in the work environment (Novianti, Widia, and Heryadi 2023).

In terms of organizational culture itself, it is defined as a collection of shared values, conventions, beliefs and behaviors that influence organizational work environment factors. This can then express the distinct character of the organization by incorporating the way employees interact, communicate and view their work. Organizational culture sets the

framework that influences the decisions, motivations, and relationships of organizational members. An open and collaborative organizational culture, for example, is able to encourage open communication, creativity and cooperation between teams. On the other hand, a more formal culture and hierarchy that has strict norms can affect productivity, employee happiness and the ability to explore abilities. (Novianti, Widia, and Heryadi 2023).

Indicators of organizational culture include: 1) Innovative by taking risk into account: That the company culture prioritizes innovation while having a sophisticated awareness of the dangers that may arise as a result of this innovation; 2) Results-oriented: Represents the organization's emphasis on achieving specific goals and accomplishments.

Organizations with a results-oriented culture prioritize performance, success, and goal achievement; 3) Oriented to all employee interests: Represents the organization's dedication to caring for and satisfying employee needs, desires and general well-being. Organizations with this culture understand the importance of striking a balance between company goals and employee demands; 4) Detail-oriented tasks: Represents the organization's emphasis on achieving goals and carrying out work efficiently. This culture emphasizes the importance of doing work correctly, carrying out work procedures effectively, and obtaining results in accordance with established norms (Novianti, Widia, and Heryadi 2023).

Another factor that is often associated with employee performance is motivation. Motivation is an encouragement of needs within employees that need to be fulfilled so that employees can adapt to their environment (Anjani 2019). Motivation is also an impulse of will that causes a person to carry out an action to achieve a certain goal. Motivation comes from the word motive which means "encouragement" or stimulation or "driving force" that exists within a person. (Library, Thought and Hypothesis 2016). Indicators of work motivation include Performance 2. Rewards 3. Challenges 4. Responsibility 5. Development 6. Involvement 7. Opportunities (Anggraini 2023).

Competence is the ability to do something based on professionalism because it is based on expertise, skills and knowledge in a particular field (Susanto et al. 2021). This competency will be better utilized if you have high individual motivation because it has an impact on hard work and enthusiasm to work according to standards in achieving predetermined goals (Susanto et al. 2021). Competence also has a very important role, because in general competency concerns a person's basic ability to do a job (As'ad Ajmal 2021). Thus, competence and motivation have an influence on improving performance, especially in the field of education. Competency can be understood as a personnel characteristic that determines success. Competency is the ability to carry out or carry out work and tasks based on skills and knowledge and supported by the work attitudes required by the job (Susanto et al. 2021). The most dominant indicator that forms the competency variable is the employee's work experience, which makes it easier to carry out the tasks/work given by the leadership. Hal (As'ad Ajmal 2021).

Performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is said to be individual because each employee has a different level of ability to carry out their duties, therefore the performance of each employee can help the company to measure employees for their work results (Ainanur & Tirtayasa, 2018). The results of work, both in quality and quantity, are the result of implementing the responsibilities and duties of employees (Wardani, 2017). Performance is a process that can be measured within a certain time based on existing provisions and agreements (Edison et al., 2017). Performance can be described by the extent of failure or success in carrying out the process to achieve the organization's vision and mission, company goals and objectives. Apart from that, performance also means the quality and quantity of people's work to achieve certain goals (Purba & Gunawan, 2018). Employee performance is measured using indicators

from (Edison et al., 2017) which has four indicators, namely quality, quantity, timeliness and cooperation.

Previous Research Results

Based on the research results above, the discussion of this article is by reviewing relevant previous research, analyzing the influence between variables and creating a research planning framework.

Pengaruh Budaya Kerja Organisasi Terhadap Kinerja Pegawai

Organizational work culture is the soul of a company that can shape employees in behaving, interacting and carrying out their daily duties. When an organization has a positive work culture that supports innovation, collaboration and prosperity. This creates a huge impact on job satisfaction levels. On the other hand, a non-conducive work culture can damage motivation and happiness, which ultimately has a negative effect on overall organizational performance. Therefore, organizations must invest in creating a healthy and supportive work culture. A work culture that is inclusive, flexible and respects diversity is an important foundation for increasing job satisfaction. With this approach, organizations not only create a harmonious work environment but also ensure continued growth and productivity.

An indicator of a good organizational work culture is if it contains 1) Innovative: Where innovations emerge with the aim of building; 2) Results-oriented: This means focusing on real goals and results for the company; 3) Oriented to all interests of society: Demonstrates the organization's commitment to providing a positive impact on society; and 4) Detail oriented towards tasks: Which shows the organization to pay close attention to work and pay attention to small, crucial aspects, this will have an impact on job satisfaction.

This is in line with the research "Determination of Work Environment, Motivation, and Incentives on Performance Through Job Satisfaction of Community Health Center Employees in Tanjungpinang City." (Novianti, Widia, and Heryadi 2023).

The Influence of Competency on Employee Performance

Competency is a combination of knowledge, skills and attitudes possessed by an individual in carrying out certain tasks effectively. In the world of work, competency is a key element that determines the quality and productivity of an employee. Employees who have competencies in accordance with job requirements are not only able to complete their tasks well, but also contribute to achieving overall organizational goals. Competence has a significant role in mediating training activities on performance. (Anjani 2019), it is also said that competence is one of the factors that has a significant influence on improving performance. (Anjani 2019).

The indicators that form it are 1) Employees are always encouraged to come up with new ideas in carrying out work, 2) Employees know and are able to identify and complete work, in accordance with established provisions, 3) Employees already have the expertise/skills to carry out the work assigned to him, 4) Employees carry out their duties carefully, honestly, openly and democratically, 5) The work experience that employees have makes it easier to carry out the tasks/work given by the leadership.

This is in line with research "The Influence of Competency, Work Motivation and Work Environment on Employee Performance" (As'ad Ajmal 2021).

The Influence of Motivation on Employee Performance

Work motivation is an internal and external drive that influences a person's desire to achieve certain goals in their work. In an organizational context, motivation plays an important role in determining employee performance levels. Motivated employees tend to be

more productive, creative, and committed to their duties, thus having a positive impact on the overall success of the organization. Work motivation can come from intrinsic or extrinsic factors. Intrinsic motivation arises from within employees, such as a sense of satisfaction from being able to complete work well, a desire to develop themselves, and pride in personal achievements. Meanwhile, extrinsic motivation comes from outside, such as financial rewards, recognition from superiors, or a supportive work environment. Both have a significant influence on employee performance. Indicators of high performance motivation in an organization include the following:

1) The need to develop creativity. 2) The need to mobilize abilities. 3) The need to work effectively and efficiently. 4) The need to establish personal relationships (Needs of Affiliation), measured using three indicators, namely: 1) The need to be accepted. 2) The need to establish good relations between employees. 3) The need to participate and cooperate. 4) The need for power and influence on other people (Needs of Power), measured using three indicators, namely the need to provide influence and rules in the work environment. The need to develop power and responsibility. The need to lead and compete.

This is in line with the research "Literature Review, Framework for Thought and Hypothesis" (Literature, Thought and Hypothesis 2016).



Figure 1. Framework of Thought

Based on Figure 1 of the framework above, then: Organizational Culture, Competency and Motivation influence Employee Performance. Apart from the 3 (three) independent variables that influence employee performance, there are other influencing factors that influence employee performance satisfaction.

CONCLUSION

Based on the objectives and discussion above, the conclusion of this research is to formulate hypotheses for further research, including: 1) Career development influences employee job satisfaction; 2) Organizational culture influences employee job satisfaction; and 3) Workload influences employee job satisfaction

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