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A REVIEW LITERATURE EMPLOYEE PERFORMANCE MODEL: MOTIVATION, LEADERSHIP STYLE AND ORGANIZATIONAL CULTURAL

Idham Fahmi¹ Nandan lima Krisna²

¹Faculty of Economics and Business, Universitas Putra Indonesia “YPTK” Padang,

Idham.fahmi@gmail.com

²UPI YAI, Jakarta, Indonesia

Corresponding Author: First Author

Abstract: This article aims to study the effect of motivation, leadership style, organizational culture, and employee performance. The method of writing this scientific article is to use qualitative methods and library research. The results of this literature review article are: motivation, has a positive and significant effect on employee performance, leadership style has a positive and significant effect on employee performance, and organizational culture has a positive and significant effect on employee performance.

Keywords : Motivation, Leadership Style, Organizational Culture, Employee Performance.

INTRODUCTION

Human resources are the factors that determine success in the implementation of company activities. In today's digital era, companies are required to acquire, develop and maintain quality human resources. It is increasingly urgent to adapt to the dynamics of an ever-changing competitive environment. Changes need to get support from top management holders as an important first step to improve performance in achieving the company's direction and goals. Human resource management is very important for companies in regulating, managing and utilizing employees so that they can function productively and optimally in order to achieve company goals.

The employee component is a very important human resource in a company, because without employees the company will not run properly. Employees are the most important capital for a company. As a very valuable capital, employees need to be managed in order to remain productive. However, its management is not as easy as imagined, because employees have different statuses, thoughts, and backgrounds. Therefore, company leaders must be able to mobilize and encourage them to remain productive in carrying out their respective duties by

improving their performance optimally. So that a company can maintain employee components, as the main partner in supporting the success of a company.

Performance is the level of work quality obtained by an employee in carrying out his duties in accordance with the workload given by Riani (2011). Performance is the result of work related to organizational goals such as effectiveness, efficiency and other work quality criteria by Gibson (2012). Rivai (2012) that performance is the acquisition of a person or all employees during a certain period in carrying out tasks, in accordance with predetermined targets

Providing motivation is very necessary in every company. Employees with high work motivation will be able to encourage these employees to work harder and can provide positive achievements for the work they are responsible for. Anwar Prabu Mangkunegara (2014). In the absence of motivation, an employee cannot fulfill his work according to the standards set by the company. Even though the employee has high work ability but there is no motivation to complete the given task, the result in completing the employee's work will not get satisfactory results.

Leadership style is one of the indicators that influence employee attitudes and behavior, including general factors that affect organizational performance. According to Chiang and Wang, (2012); and Clark, Hartline and Jones, (2009), organizational leaders apply various styles when they lead others in the organization. It is important to note that different leadership styles exist for different organizational goals, people, cultures, tasks and company situations.

Organizational cultural is a system that becomes a habit by members of an organization that makes a difference between one organization and another (Robbins & Judge, 2015).

The purpose of the first study was to determine the relationship and influence of motivation, leadership style, and organization cultural on employee performance.

Table 1.
Journal and Publisher Distribution

No	Article Name	Author(s)	Journal	Publisher	Tahun
1	Effects of Motivation on Employees' Performance at Petrovietnam Nghe An Construction Joint Stock Corporation	(Nhat Nguyen Cong, Dung Nguyen Van and Tinh Hoang Huu , 2013)	(American Journal of Business and Management Vol. 2, No. 2, 2013, 160-164)	https://www.worldscholars.org	2013
2	The Impact of the Motivation on the Employee's Performance in	(Hashim Zameer, Shehzad Ali, Waqar Nisar, Muhammad Amir	(International Journal of Academic Research in Accounting, Finance and Management Sciences	https://hrmars.com	2014

	Beverage Industry of Pakistan	2014)	Vol. 4, No.1, January 2014, pp. 293–298)		
3	The Effect Of Work Motivation, Work Discipline, And Competence On Employee Performance	(Ignatius Jeffrey, Marta Herdian Dinata 2017)	(International Journal of Current Advanced Research Volume 6; Issue 11; November 2017;)	http://www.journalijcar.org	2017
4	Effect of Work Motivation and Discipline on Employee Performance of PT. Pos Indonesia Lubuk Pakam	Khaula Anjelina Mendropa, 2018)	Journal of Management Science (JMAS) Volume 1 No 4.October 2018, pp 93-97	https://exsys.iocspublisher.org	2018
5	Motivation on Job Satisfaction and Employee Performance	(Adelina da Cruz Carvalho, I Gede Riana, Augusto de C. Soares , 2020)	International Research Journal of Management, IT & Social Sciences Available Vol. 7 No. 5, September 2020, pages: 13-23	https://media.neliti.com	2020
6	Analyzing The Relationship Between Transformational And Transactional Leadership Style On Employee Performance ^[1] In PT. TX Bandung	Anindya Tiarawidayanti and Nur Arief Rahmatsyah Putranto, 2015)	(Journal of Business And Management Vol. 4, No.5, 2015: 561-568)	http://journal.sbm.itb.ac.id	2015
7	Effect of Leadership Style on Employee Performance	(Iqbal, et al, 2015)	(Arabian Journal of Business and Management Review, 2015, 5:5 DOI: 10.4172/2223-5833.1000146)	https://www.hilarispublisher.com	2015
8	The influence of leadership styles on employees' performance: a study of selected private universities in ogun state, nigeria	(Odunlami Samuel Abimbola, Awosusi Omojola Omowumi, Awolusi Olawumi Dele , 2017)	G.J.C.M.P.,Vol.6(2):5-13 (March-April, 2017)	https://www.longdom.org	2017

9	The Impact of Leadership Styles on Employees Performance in Organization	Mehmet necati cizreliogullari, özlem altun, mehmet veysi babayiğit, 2017	International Journal of Scientific and Research Publications, Volume 3, Issue 6, June 2013 1 ISSN 2250-3153	https://www.researchgate.net	2017
10	Impact of Leadership Styles on Employees' Work Performance in Some South-Western Nigerian Private Universities	(Samuel Adebayo Idowu., 2019)	Economic Insights – Trends and Challenges Vol.VIII(LXXI) No. 4/2019 27 – 46	https://www.researchgate.net	2019
11	Impact of Organizational Culture on Employee Performance	(Alharbi mohammad awadh, alyahya mohammed saad , 2014)	International Review of Management and Business Research march 2014 Vol. 2 Issue.1	https://www.semanticscholar.org	2014
12	Effects of Organisational Culture on Employees Performance: Case of Singapore Tele communication	(Anozie Obinna Paschal, Dr. Ismail Nizam , 2016)	International Journal of Accounting & Business Management Vol. 4 (No.1), April , 2016	https://www.researchgate.net	2016
13	The Influence of Organizational Culture on Employees' Performance: Evidence from Oman	(Mohd Faizal Mohd Isa, Solomon Ozemoyah Ugheoke, Wan Shakizah Wan Mohd Noor., 2016)	(Journal of Entrepreneurship and Business Vol. 4, Issue 2, pp. 1 - 12. Dec. 2016)	https://www.researchgate.net	2016
14	The Influence of Organizational Culture on Employee Performance	(Yeti Kuswati , 2020)	Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 1, February 2020, Page: 296-302	http://www.bircu-journal.com	2020
15	Organizational Culture and Employee Performance: An Empirical Study of Islamic Banks in Indonesia	(Sopiah Sopiah, Mahirah Kamaludin, Etta Mamang Sangadji, Bagus Shandy	Journal of Asian Finance, Economics and Business Vol 8 No 6, 2021.	https://www.koreascience.or.kr	2021

		Narmaditya, 2021)			
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Table 2.
Articles category based on the subject

No	Article name	Objectives	Findings	Recommendations
1	Effects of Motivation on Employees' Performance at Petrovietnam Nghe An Construction Joint Stock Corporation	The purpose of this study is to determine the factors that affect the motivation of employees of Joint Stock Corporation (PVNC).	The most important motivational factor is a good salary, followed by opportunities for promotion to a higher position in the company.	Multilevel payroll mechanism as a form of appreciation among staff. Payroll ratings are a very important part of the strategy to motivate employees and retain high quality staff at PVNC.
2	The Impact of the Motivation on the Employee's Performance in Beverage Industry of Pakistan	The purpose this study is used to examine the relationship between motivation and employees performance in beverage industry.	In the Pakistani beverage industry, the results show that motivation can significantly affect employee performance.	The top management in the beverage industry in Pakistan should focus more on the motivational factors of employees. If the leader can be committed to increasing employee motivation at work, there will be a positive increase in employee performance.
3	The Effect Of Work Motivation, Work Discipline, And Competence On Employee Performance	The purpose of the study was to determine what factors can affect the decline in work performance. The factors studied were classified into 3 (three) factors; Work Motivation, Work Discipline, and Competence	This research shows that the variables of Motivation, Discipline, and Competence simultaneously have a positive and significant effect on employee performance. Partially the motivation variable has a positive and significant effect on employee performance	This research concludes that effective management in the variables of Motivation, Discipline and Competence will be able to improve employee performance and will ultimately increase the company's competitiveness and increase company revenues.
4	Effect of Work	The purpose of this study was to	The results showed that motivation and discipline	The most dominant factor affecting

	Motivation and Discipline on Employee Performance of PT. Pos Indonesia Lubuk Pakam	Motivation and discipline are directly related to employee performance.	simultaneously had a significant positive effect on employee performance. Partially, motivation and work discipline have a significant positive effect on the performance of Pos Indonesia Lubuk Pakam employees.	employee performance is discipline while the smallest factor influencing employee performance is work motivation.
5	Motivation on Job Satisfaction and Employee Performance	The purpose of this study was to determine the effect of motivation on job satisfaction and employee performance.	These results state that job satisfaction has a significant positive effect on employee performance. While motivation has no significant effect on employee performance	This study emphasizes the need to improve the adaptive performance that can improve job satisfaction for the company to always adhere to the increasingly fierce competition.
6	Analyzing The Relationship Between Transformational And Transactional Leadership Style On Employee Performance In PT. TX Bandung	The purpose of this study was to determine the relationship between transformational and transactional leadership on employee performance.	The results showed that transformational and transactional leadership style has a positive correlation to the performance of employees.	This study provides results that leaders must improve their attitude to encourage, support and recognition and reward subordinates. Thus employees will be more optimal in completing the work
7	Effect of Leadership Style on Employee Performance	The purpose of this study is to understand the effect of different leadership styles- autocratic, democratic, and participative style- on employee performance.	This research shows that the democratic leadership style is useful in all time horizons autocratic leadership while useful in the short term. While the participation of leadership style is the most effective choice in the long run and have a positive effect on employees.	The democratic type of leadership style will increase employee empowerment. In this way, employees will trigger their potential to the fullest and they feel part of an organization and strive to be optimal for the organization.
8	The influence of leadership styles on employees'	The purpose of the study was to investigate the influence of	The results of this study are charismatic and transformational leadership style has a positive and	Charismatic and transformational leadership styles in this study are the key

	performance: a study of selected private universities in ogun state, nigeria	leadership style on employees' performance in selected private universities in Ogun State, Nigeria.	significant impact on employee performance, whereas transactional leadership style does not have a significant impact on employee performance	leadership styles that affect employee performance. This leadership style has an impact on employee performance improvement..
9	The Impact of Leadership Styles on Employees Performance in Organization	The purpose of the study was to examined the impact of leadership style on the performance of employees in an organization	Results of research suggests that transformational leadership is the most excellent form of some type of leadership style	The combination of both transactional and transformational leadership style in accordance with the conditions will result in better employee performance.
10	Impact of Leadership Styles on Employees' Work Performance in Some South-Western Nigerian Private Universities	Aim of the study was to examined the impact of leadership styles on employees' work performance in some selected South-western Nigerian private Universities.	Results of the study concluded that in order to achieve better performance, more accept transformational and transactional leadership style and less of an autocratic leadership style.	This research recommends an effective leadership style is needed to survive in this competitive and hostile business environment. Therefore, leadership training should be conducted by the College in order to meet the essential knowledge and skills in developing leadership skills.
11	Impact of Organizational Culture on Employee Performance	The purpose of the study was to the relationship between organizational culture and performance	Research shows that the values and norms of an organization based on the relationship between employees. The performance management system employees in measured with a balanced scorecard and to understand the nature and the ability to culture the organization system to increase performance levels.	The leader of an organization will be helped by a strong culture of an organization so as to increase the level of employee performance.
12	Effects of Organisational Culture on Employees	The purpose of the study was to identify how organizational culture has affected	This research found that organizational culture has a very small impact on the performance of employees.	This research has cleared the fact that organizational culture is a ritual activity that

	Performance: Case of Singapore Tele communicati on	employee's performance in Singapore Telecommunication		is often carried out in this organization which does not have an impact on employee performance but it is necessary to do other research conducted in different organizations that have different organizational culture systems.
13	The Influence of Organizational Culture on Employees' Performance: Evidence from Oman	The purpose of the study was to examine the role of organizational culture on an employee's performance within the context of public sector organizations	This research finds that supportive culture and bureaucratic culture have a significant positive effect on employee performance.	Organizational culture plays an important role due to the dynamic nature of the work environment. In the period of employee recruitment by integrating organizational culture when recruiting employees, it will help managers to achieve a better fit and subsequently better performance.
14	The Influence of Organizational Culture on Employee Performance	The purpose of the study was to examine the insignificant performance of employees at Municipal Waterworks (Perusahaan Daerah Air Minum, PDAM) in Majalengka Regency office.	The results of this study state that there is a positive and significant influence between organizational culture on employee performance.	The leadership of the PDAM Director pays more attention to organizational culture in the form of employee accuracy in carrying out work and regular meetings to evaluate employee performance so as to maximize the expected goals.
15	Organizational Culture and Employee Performance: An Empirical Study of Islamic	The purpose of this study is to examine the impact of organizational culture and employee performance on	The results of this study indicate that the importance of organizational leadership commitment and job satisfaction also play an important role in mediating corporate culture and employee performance.	The results of this study are also expected to give consideration to leaders and employees to develop a positive organizational culture

	Banks in Indonesia	Islamic banks in Indonesia		to improve employee performance.
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RESULT AND DISCUSSION

The preparation of this article was carried out systematically through searching the object of discussion, research results and recommendations from the articles in the mini-review. based on the results of the study of the reviewed articles summarized in tables 1 and 2, it is known that some opinions state that there is a positive and significant influence on motivation, leadership style, organizational culture on employee performance.

In managing an organization, the right strategy is needed to optimize performance so that the achievement of organizational goals can be optimal and effective. For that what needs to be understood first is performance. by understanding the factors that affect performance, the company automatically understands the characteristics of employees and the methods of making decisions as well as various factors that influence their behavior at work. Referring to the opinion of experts, it can be said that performance is the main component in a company.

The first factor of performance that affects employee behavior is leadership style. The type of leadership style that has a major influence on employee performance is the leadership style. transformational and participatory leadership. Leadership style is a person's way or technique in carrying out a leadership and can also be interpreted as a behavioral norm used by a person when that person tries to influence the behavior of others. The concept of leadership style at least reveals 3 types of leadership styles, namely: transformational leadership style, transactional leadership style and passive-avoidant leadership style. Hasibuan (2014) argues that leadership styles are divided into: Authoritarian Leadership, Participatory Leadership and Delegation Leadership

The work motivation factor is the second factor in influencing employee performance. based on the journal review above, motivation has a positive and significant effect, but one journal states that the value of the influence is very low on employee performance. Motivation is an impulse that moves and directs a person to a certain behavior in order to meet the needs that provide satisfaction. In this study, the variable measurement indicators are based on Frederick Herzberg's Two-Factor Motivation Theory in Handoko (2011) as follows; Achievements, Recognition of Awards, Work itself, Responsibilities and Promotions.

factor in the third position is organizational culture. One of the journal reviews above stated that there was no significant influence between organizational culture on employee performance, while the other stated that there was a significant and positive influence between organizational culture on employee performance. Organizational culture can be synthesized as a value that is interpreted together by all individuals in the organization regarding the rules, norms and values that shape attitudes and behavior. The dimensions and indicators are (1) Bureaucratic Culture Dimension with indicators of coordination, obedience to orders and rules, (2) Innovative Culture Dimension with indicators of freedom of thought, freedom of opinion, freedom of feeling and innovative freedom at work, and (3) Supportive Culture Dimension

with indicators oriented to openness, oriented to mutual respect for one another. help each other, support each other, share knowledge and experiences.

Performance is the work achieved by a person in carrying out the tasks assigned to him and how much he contributes to the organization (Sudaryo, Yoyo, 2018). performance is the level of achievement of results on the implementation of certain tasks. Company performance is the level of achievement of results in order to realize the company's goals. so it can be concluded that employee performance greatly affects the level of success in a company. Good employee performance will follow good results in the company's business development. Conversely, poor employee performance will also have a negative impact on the company's success. The results of this employee's performance can be assessed from the aspect of quality, quantity, working time and also cooperation in achieving the goals set by the company.

In future researchers, it is hoped that studies will be carried out on more variables that affect employee performance because during the research researchers still find many other variables such as Initiative, Potential, Work Morale and others.

Conclusion

The success of the company in achieving the goals that have been set depends on the performance of the employees. Therefore, a precise strategy is needed in the form of special emphasis on factors that affect employee performance. The application of a leadership style that is in accordance with the company's conditions will create an optimal working atmosphere which in turn can improve employee performance. The leadership style most expected by employees is a leadership style that can create and maintain working conditions where employees always feel comfortable at work.

No less important is the leadership and employees creating an organizational culture that is open, oriented towards mutual respect for one another. help each other, support, share knowledge and experience so that employee performance becomes optimal. And the leadership always motivates employees well as a form of encouragement that moves and directs someone to certain behaviors in order to meet needs that provide satisfaction to employees and the company.

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