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EMPLOYEE PERFORMANCE DETERMINATION: LEADERSHIP STYLE, INDIVIDUAL CHARACTERISTICS, AND WORK CULTURE (A STUDY OF HUMAN RESOURCE MANAGEMENT LITERATURE)

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Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews the factors that affect employee performance, namely: Leadership style, individual characteristics and work culture, a study of Human Resource Management literature. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research. The results of this literature review article are: 1) Leadership Style has an effect on Employee Performance; 2) individual characteristics affect employee performance; and 3) work culture has an effect on employee performance.

Keyword: Employee Performance, Leadership Style, Individual Characteristics, and Work Culture

INTRODUCTION

Background of the problem

Every student, both Strata 1, Strata 2 and Strata 3, is required to conduct research in the form of theses, theses and dissertations. Likewise for lecturers, researchers and other functional staff who actively conduct research and make scientific articles for publication in scientific journals.

Scientific work is one of the requirements for students to complete studies at most universities in Indonesia. This provision applies almost to the level of education, namely undergraduate (S1) in the form of Thesis, for second-level (S2) students in the form of Thesis, and for undergraduate students (S3) in the form of Dissertation.

Based on empirical experience, many students and authors have difficulty finding supporting articles for their scientific works as previous research or as relevant research. Relevant articles are needed to strengthen the theory under study, to see the relationship between variables and build hypotheses, also very much needed in the discussion of research results. This article analyzes the influence of leadership style (X1) individual characteristics (X2), and work culture (X3) on employee performance (Y), a literature study of Human Resource Management (HRM).

Formulation of the problem

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

- 1) Does leadership style affect employee performance ?.
- 2) Does individual characteristics affect employee performance ?.
- 3) Does work culture affect employee performance ?.

LITERATURE REVIEW

Employee Performance

Colquitt et al, (2011) stated that performance is the value of a series of worker behaviors that contribute, either positively or negatively, to the completion of organizational goals. Another opinion states that performance is the result of work related to organizational goals such as quality, efficiency and other performance of effectiveness (Gibson, et al, 2012).

Rogelberg (2007), has defined the performance of activities that are usually part of the work and activities of individuals and must do so. In theory, there are many factors that can affect performance, according to Mangkunegara (2011) stating that the factors that can affect performance are:

- a) The ability factor (ability. Psychologically, the ability of employees consists of potential ability (IQ) and reality ability (knowledge + skill). This means that employees who have an IQ above the average (IQ 110-120) with good education adequate for his position and skilled in carrying out daily work, it will be easier for him to achieve the expected performance. Therefore, employees need to be placed in jobs that match their expertise.
- b) Motivation factor. Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve organizational goals (work goals). Mental attitude is a mental condition that encourages employees to try to achieve maximum work performance. The mental attitude of the employee must be a psychophysical mental attitude (mentally, physically, objectively, and situationally ready), meaning that an employee must be mentally prepared, physically capable, physically understand, understand the main goals of the work targets to be achieved, be able to utilize , and create work situations.

Based on the theories that have been stated above, the writer finally concludes that the factors that influence individual performance in the organization can be sourced from the environment (including the organization) as well as factors that come from within the employees themselves. Environmental factors are factors related to the organization, such as leadership support, work environment, Perceived organizational support, compensation, communication, organizational culture, performance appraisal and so on. While the factors that come from the employees themselves (individuals) are those related to the character, behavior and personal qualifications of the employees which are implemented in the form of job satisfaction, motivation, organizational commitment, loyalty, work discipline, and so on.

According to Mitchel in Sedarmayanti (2013) employee performance can be measured through: 1) Quality of work; 2) Promptness (Timeliness); 3) Initiative (initiative in completing tasks); 4) Capability (Ability to complete tasks); and 5) Communication (Ability to cooperate with other parties).

Then according to Werther and Davis (2010) employee performance appraisal in an organization can be measured through the following indicators:

- a) Performance improvement, which allows employees and managers to take actions related to improving performance.

- b) Compensation adjustment, namely helping decision makers to determine who is entitled to receive a salary increase or vice versa.
- c) Placement decisions, namely determining promotions, transfers, and demotions.
- d) Training and development needs, namely evaluating the development needs of employees so that their performance is more optimal.
- e) Career planning and development, namely guiding to determine the type of career and the potential that can be achieved.
- f) Staffing process deficiencies that affect employee recruitment procedures.
- g) Informational inaccuracies and job-design errors, namely helping to explain what errors have occurred in human resource management, especially in the fields of job-analysis, job-design, and human resource management information systems.
- h) Equal employment opportunity, namely showing that the placement decision is not discriminatory.
- i) External challenges. Sometimes employee performance is influenced by external factors such as family, personal finances, health, and others. Usually these factors are not very visible, but by conducting a performance appraisal, these external factors will be visible so that it helps the human resources department to provide assistance for improving employee performance.
- j) Feedback. Provide feedback for personnel matters as well as for employees.

Based on the description above, it can be synthesized that employee performance is the overall result of the work they do and the level of success achieved by employees in their field of work which can be directly reflected in the output produced, both in terms of quantity and quality, according to the criteria applied to the job. Which can be measured through the following indicators: 1) Quality of work; 2) Quantity of work; 3) Job knowledge; 4) Attitude; 5) Communications; and 6) Initiatives.

Employee Performance (Y) has been studied by many previous researchers including: (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Desfiandi, Desfiandi, et al., 2017), (Sulaeman et al., 2019), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017), (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., 2017), (Prayetno & Ali, 2017).

Leadership Style

Leadership or leadership belongs to the group of applied sciences or applied sciences from the social sciences, because the principles and formulations are useful in improving human welfare. As a first step to learn and understand everything related to aspects of leadership and its problems, it is necessary to first understand the meaning or understanding of leadership through various perspectives. Robbins and Judge (2013) suggest that a leader is someone who is responsible for a group to achieve its goals and vision.

Leadership (Leading) means using influence to motivate employees in order to achieve organizational goals. Leadership means creating shared values and culture, communicating goals to employees throughout the organization, and injecting the spirit to show the highest performance to employees (Daft, 2010).

Basically a leader has different behaviors in managing his members, and this behavior is called a leadership style. Leadership style is thus the way a leader influences members and cooperates with various programs and ways that have been determined. Therefore, leadership contains a dynamic force in encouraging, motivating, and coordinating the organization to achieve the expected goals (Agussalim, 2013).

Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. In this case, the effort to harmonize perceptions between people who will influence behavior with people whose behavior will be influenced is very important (Thoha, 2015: 49). According to Sedarmayanti (2017: 364) leadership style is a pattern of behavior shown by leaders in influencing others. Behavioral patterns can be influenced by several factors, such as: values, assumptions, perceptions, expectations, and attitudes that exist within the leader.

According to Davis (2010), the main characteristics that must be possessed by a leader are:

- a) Intelligence (Intelligence): Research generally shows that a leader who has a higher level of intelligence than his followers, but not very different.
- b) Maturity, Social and Broad Social Relationships (Social maturity and Breadth): Leaders tend to have stable emotions and are mature or mature, and have broad activities and concerns.
- c) Self-motivation and achievement drive: Leaders have relatively high achievement motivation and drive, work hard more for intrinsic value.
- d) Attitudes of human relations: A successful leader will recognize the self-esteem and dignity of his followers, have high attention and be oriented towards his subordinates.

Meanwhile, according to Pasolong (2013) leadership style can be measured through:

- a. Decision made together
- b. Democratic leaders do not hesitate to get involved together with subordinates to make decisions and carry out work activities for the achievement of organizational goals.
- c. Appreciate the potential of each subordinate
- d. Democratic leadership values each individual's potential and is willing to recognize the expertise of specialists in their respective fields, able to utilize the capacities of each member as effectively as possible at the right time and under the right conditions.
- e. Hear criticism, suggestions/opinions from subordinates
- f. Getting criticism, suggestions/opinions from subordinates is a natural thing in organizational life. Thus there will be a tendency to further increase self-potential and be able to be better than before and learn from mistakes that have been made.
- g. Cooperating with subordinates.
- h. A good leader is a leader who is able to work together / be directly involved together in carrying out tasks for the achievement of organizational goals. Leaders also do not hesitate to go directly to the field to carry out their duties.

Leadership Style (X1) has been studied by many previous researchers including: (Riyanto, Pratomo, et al., 2017), (Purba et al., 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016), (Limakrisna et al., 2016), (Ali, Mukhtar, et al., 2016), (Paais & Pattiruhu, 2020).

Individual Characteristics

Individual characteristics are individual differences with other individuals. The most important resource in an organization is human resources, people who provide their energy, talent, creativity, and effort to the organization so that an organization can continue to exist (Peoni, 2014). Individual characteristics are characteristics or special traits possessed by employees that can make themselves have different abilities from other employees to maintain and improve their performance (Aktarina, 2019). According to Ardana et al, that individual characteristics are interests, attitudes towards oneself, work, and work situations, individual needs, abilities or competencies, knowledge about work and emotions, moods, feelings, beliefs and values, (Setiawan & Bodroastuti, 2010). Robbins (2008), states that

individual characteristics such as age, tenure, and marital status can affect individual performance.

according to (Peoni, 2014) Individual Characteristics indicators are as follows:

- 1) Ability. The ability of an individual as a whole consists of two abilities, namely intellectual abilities and physical abilities. Intellectual ability is the ability of an individual to perform certain mental activities related to reasoning (inductive/deductive), fluency of expression, oral comprehension, and so on.
- 2) Attitude. A person's attitude can also be interpreted as a tendency to respond to someone or something in his environment in a positive or negative way, in other words, a person's attitude will be reflected in his behavioral tendencies in dealing with related environments, such as other people, subordinates, superiors or the environment. .
- 3) Skills. Expertise is compensation related to the implementation of a task, for example filing in documents, physical-related skills include body coordination, stamina, body flexibility and so on.

Research related to characteristics has been studied by many previous researchers including: (Peoni, 2014), (Abadylla, 2015), (Hasanah et al., 2018), (Handayati, 2016), (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), , (Brata, Husani, Hapzi, 2017), (Djojo & Ali, 2012), (Prayetno & Ali, 2017), , (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

Work Culture

Work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected from attitudes into behaviors, beliefs, ideals, opinions and actions that are realized. as “work” or “work” (Triguno, 1995). A strong culture is one that promotes consistent behavior. The culture conveys to employees about how the behavior should be. A member will want to participate, if the person concerned knows the goals of the organization, the benefits to himself, and the way the organization is in achieving its goals, Robbins (2008).

The indicators of the work culture of teaching staff are as follows: (1) the condition of the physical work environment, including: awarding, providing welfare, fulfilling infrastructure and facilities. (2) the conditions of the work environment, including: support in carrying out tasks, can design and design work, work supervision and discipline, communication and interaction with colleagues, parents, principals/rectors and the community environment, principal leadership functions, assigning personnel policies, school programs according to the nature and objectives, setting compensation policies and school management, Robbins (2008).

Schein (2010), defines culture as a pattern of shared basic assumptions that certain groups learn to deal with problems of external adaptation and internal integration. Five factors that influence work culture are employee responsibility, innovation, result orientation, knowledge and work system. These factors will directly affect the work culture of employees in a company or organization. This is in accordance with research conducted (Shodiyah, 2017) which states that work culture has a significant effect on employee performance.

Research related to work culture has been studied by many previous researchers including: (Anwar et al., 2014), (Bayu Putra & Fitri, 2021), (Hidayat & Madyantoro, 2018), (Kawiana, 2018), (Paais & Pattiruhu, 2020), (Wambugu, 2014), (Purba et al., 2017), (Brata et al., 2017), (Harini et al., 2020), (Elmi et al., 2016).

Tabel 1: Previous research

No		Previous Research Results	Similarities to this article	Difference with this article
1	(Peoni, 2014)	Individual characteristics and work environment have a positive and significant impact on employee performance	Individual characteristics affect employee performance	Leadership style and work culture affect employee performance
2	(Abadylla, 2015)	Individual characteristics and work motivation have a positive and significant impact on the work environment and employee performance	Individual characteristics affect employee performance	Leadership style and work culture affect employee performance
3	(Anwar et al., 2014)	Individual characteristics, culture and work motivation have a positive and significant impact on OCB and employee performance	Individual characteristics and work culture affect employee performance	Leadership style affects employee performance
4	(Bayu Putra & Fitri, 2021)	Work environment, work culture and salary have a positive and significant impact on employee motivation and performance	work culture affects employee performance	Leadership style and individual characteristics affect employee performance
6	(Hasanah et al., 2018)	Work environment, individual characteristics, and work discipline have a positive and significant impact on employee performance	Individual characteristics affect employee performance	Leadership style and work culture affect employee performance
7	(Handayati, 2016)	Individual characteristics have a positive and significant impact on employee performance	Individual characteristics affect employee performance	Leadership style and work culture affect employee performance
8	(Kawiana, 2018)	The Influence of Organizational Culture, Employee Satisfaction, Personality, and Organizational Commitment on employee performance	work culture affects employee performance	Leadership style and individual characteristics affect employee performance
9	(Paais & Pattiruhu, 2020)	The Influence of Motivation, Leadership, and Organizational Culture on Employee Satisfaction and Performance	Leadership and work culture affect employee performance	individual characteristics affect employee performance
10	(Wambugu, 2014)	Influence of work culture and leadership style on	work culture and leadership style	individual characteristics

		employee performance	affect employee performance	affect employee performance
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WRITING METHOD

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013).

DISCUSSION

This article analyzes and discusses the variables of Human Resource Management (HRM), namely: Employee Performance, Leadership Style, Individual Characteristics and Work Culture. Where is the Leadership Style, Individual Characteristics and Work Culture. influence on employee performance, previous research and articles relevant to this article include:

1) Leadership Style has an effect on Employee Performance

Leadership means having the ability to direct, mobilize, and influence employees to continuously improve job satisfaction in carrying out their main tasks and functions in the work process where leadership is a type of leadership by leading personally, non-personally, democratically, authoritarily, paternally, and talent is needed. by the organization to increase job satisfaction in the organization (Paais & Pattiruhu, 2020).

The importance of organizational leadership by having teamwork and team building requires creating a climate in which productive and harmonious relationships can develop and be nurtured through partnerships between management and employee teams to develop, leadership is important in encouraging employee morale and hence their performance will improve (Wambugu, 2014).

According to Bass, the leadership role in contributing to employees for optimal performance achievement is carried out in five ways, namely: (1) leaders classify what is expected of their employees, specifically the goals and objectives of their performance, (2) leaders explain how to fulfill these expectations. , (3) the leader puts forward the criteria for evaluating performance effectively, (4) the leader provides feedback when employees have achieved the goals, and (5) the leader allocates rewards based on the results they have achieved (Bonaparte do Rêgo et al., 2017). Seeing the importance of the role of leaders in an organization, a leader should be able to understand the behavior of individuals in the organization he leads to be able to find the right leadership style for his organization. Because the right leadership style will be able to direct employees to be able to work optimally in achieving organizational goals.

Leadership Style has an effect on Employee Performance, this is in line with research conducted by: (Limakrisna et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Tri Widodo et al., 2018), (Mardiana, 2014), and (Indra Yugusna & Haryono, 2016), (Paais & Pattiruhu, 2020).

2) Individual Characteristics affect Employee Performance

according to (Peoni, 2014) Individual characteristics have a significant effect on employee performance based on the type of requirements and forms of awards as well as the age of the respondent, meaning that the longer the service period, having satya work, or exemplary employees will be given various forms of awards, so it is very influential on employee performance. This is in line with (Abadylla, 2015) states that employee performance will increase if the individual characteristics of the employee are also improved.

(Anwar et al., 2014) that one of the factors of employee performance is the characteristics individual. Every human being as an individual has different characteristics, this difference illustrates that the individual characteristics of each human being are not the same between one person and another. Thus it can be concluded that good individual characteristics will improve employee performance.

(Hasanah et al., 2018) Individual characteristics are one of the important factors that affect employee performance. Good employee performance will accelerate company goals, while declining discipline will become a barrier and slow down the achievement of company goals.

Individual characteristics affect employee performance, this is reinforced by the results of the study: (Anwar et al., 2014), (Hasanah et al., 2018), (Peoni, 2014), (Handayati, 2016), (Hidayat & Madyantoro, 2018), (Ali, Limakrisna, et al., 2016), , (Brata, Husani, Hapzi, 2017), (Djojo & Ali, 2012), (Prayetno & Ali, 2017), , (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

3) Work culture affects employee performance

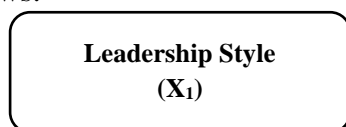
(Wambugu, 2014) that culture is an attitude that people develop by doing their daily work. Culture helps employees to direct their ideas toward a set of principles The better the organizational culture of a company and supported by a good understanding of organizational culture by employees, it will improve employee performance where with a good and conducive organizational culture, understanding organizational culture by employees is very important in a company, so that positive benefits are achieved from the establishment organizational culture (Anwar et al., 2014).

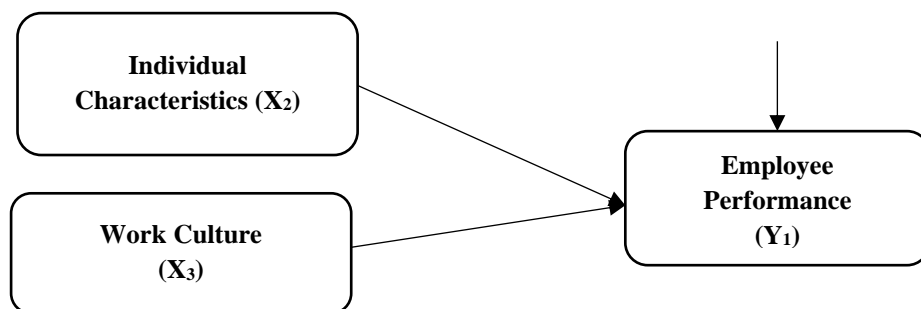
(Kawiana, 2018) states that a strong organizational culture will show a clear orientation for employees to carry out their duties. Weak organizational culture tends to result in employees not mastering a clear orientation. Therefore, choosing to work individually will result in sub-optimal organizational performance. A strong culture can help organizational performance. Because for that created an extraordinary personality in employees.

Work culture (X3) has an effect on Employee Performance (Y), this is in line with previous research including:(Anwar et al., 2014). (Bayu Putra & Fitri, 2021), (Hidayat & Madyantoro, 2018), (Kawiana, 2018), (Wambugu, 2014), (Paais & Pattiruhu, 2020), (Purba et al., 2017), (Brata et al., 2017), (Harini et al., 2020), (Elmi et al., 2016), (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), , (Brata, Husani, Hapzi, 2017), (Djojo & Ali, 2012), (Prayetno & Ali, 2017), , (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.





Picture 1: Conceptual Framework

Based on the conceptual framework picture above, then: Leadership style (X₁), individual characteristics (X₂) and work culture (X₃) affect employee performance (Y).

Apart from these three exogenous variables that affect employee performance (y), there are many other variables that influence them, including:

- 1) Work motivation: (Riyanto, Sutrisno, et al., 2017), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019), (Aima et al., 2017), and (Masydzulhak et al., 2016).
- 2) Productivity: (Riyanto, Adila, et al., 2017), (Elmi & Ali, 2017), and (Purba et al., 2017).
- 3) Knowledge: (Desfiandi, Fionita, et al., 2017), (Prayetno & Ali, 2020), (Mukhtar et al., 2016), (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017), and (Toto Handiman & Ali, 2019).
- 4) Education: (Sari & Ali, 2019), (Ali & Sardjijo, 2017), (SiVARAM et al., 2019), (Chauhan et al., 2019), (Sulaeman et al., 2019), (No et al., 2017),

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on theory, relevant articles and discussions, hypotheses can be formulated for further research:

- 1) Leadership Style has an effect on Employee Performance.
- 2) Individual characteristics affect employee performance.
- 3) Work Culture has an effect on Employee Performance.

Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect employee performance or employee performance at all types and levels of the organization, therefore further studies are needed to complement what other factors can be affect Performance. Other factors such as work environment, motivation and productivity.

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