



## LITERATURE REVIEW DETERMINATION OF WORK QUALITY AND WORK PRODUCTIVITY: ANALYSIS OF COMMITMENT AND WORK CULTURE

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**Abstract:** Relevant research or previous research has the function of strengthening a phenomenon and theory that will discuss a relationship or influence of each variable to be studied, so that relevant research or previous research has a very important role in a recent scientific research or article. The review that will be carried out in this article is about Determination of Work Quality and Work Productivity: Analysis of Commitment and Work Culture, a Human Resource Management Literature Study. The purpose of writing in this article is to form a hypothesis of the influence between variables that will be used in further research. The results of this library research are: 1) commitment has an influence on work quality; 2) work culture has an influence on the quality of work; 3) commitment has an influence on work productivity; 4) work culture has an influence on work productivity; and 5) work quality has an influence on work productivity.

**Keyword:** Work Quality, Work Productivity, Commitment, Work Culture

### INTRODUCTION

Research is an obligation that must be carried out by every student, both Strata 1, Strata 2, and Strata 3, the research is in the form of theses, theses, and dissertations. Research is not only carried out by students but research must also be carried out by lecturers, researchers, and other functional staff and must make scientific articles that will be published in scientific journals. Based on the existing experience, there are still many students, young lecturers and other researchers who have difficulty finding articles about previous research or relevant research that will be used as supporting articles. Previous articles or relevant articles are needed to strengthen a theory to be studied, to see the relationship or influence of each variable to be studied, to form a research hypothesis, and are indispensable in the discussion section of a research. This article will discuss the influence of commitment and work culture on work quality and their impact on work productivity, (A Study of Human Resource Management Literature).

Based on the above background, so that the formulation of the problem that can be used to form hypotheses in further research, namely:

- 1) Does commitment have an influence on the quality of work ?
- 2) Does work culture have an influence on the quality of work ?
- 3) Does commitment have an influence on work productivity ?
- 4) Does work culture have an influence on work productivity ?
- 5) Does the quality of work have an influence on work productivity ?

## LITERATURE REVIEW

### Work quality

Quality is a dynamic condition that has a relationship between services, products, processes, people, and the environment that meets or exceeds expectations. Dimensions on quality can be known as SERVQUAL namely Physical evidence, reliability, responsiveness, confidence, and empathy (Ardi & Permana, 2017). Service quality in service companies is influenced by employee satisfaction with their work. Quality is basically determined by its conformity with the specifications offered, specifications for service companies related to the delivery of goods on time or speed in responding to customer complaints (Adhiputra, 2017).

Service quality is the totality of features and characteristics of a product or service that depend on its ability to satisfy or implied needs (Sitio & Ali, 2019). Quality of work is a result that can be measured by the effectiveness and efficiency of a job done by human resources or other resources in achieving company goals or objectives properly and efficiently (Suryadi et al., 2018).

The quality of work has been carried out by many previous researchers, namely: (Dahlan et al., 2017), (Elmi & Ali, 2017), (Agussalim et al., 2016), (Prayetno & Ali, 2020), (Ansori & Ali, 2017) and (Putri Kharisma & Frinaldi, 2021).

### Work productivity

Work productivity contains understanding related to economic, philosophical and system concepts. As an economic concept, productivity is concerned with human efforts or activities to produce goods or services that are useful for meeting human needs and society in general. There are six main factors that determine labor productivity, namely work attitude, skill level, relationship between workforce and leadership, productivity management, workforce efficiency and entrepreneurship (Prayogo, 2018).

Work productivity is a mental attitude that is always looking for improvements to what already exists, a belief that one can do a better job today than yesterday, and tomorrow will be better than today. If Productivity increases this is only made possible by an increase in the efficiency of the work system, production techniques and an increase in the skills of the workforce (Sasuwe et al., 2018).

Productivity is a mathematical comparison between the amount produced and the amount of each resource used during production. Work productivity is a mental attitude. Mental attitude that is always looking for improvements to what already exists. A belief that one can do a better job today than yesterday and tomorrow better today (Tuti et al., 2020).

Work productivity has been widely researched by previous researchers, namely: (Puspita et al., 2013), (Enggana et al., 2018), (Riyanto, Adila, et al., 2017), (Elmi & Ali, 2017), (Purba et al., 2017), dan (Musri & Nadhira, 2020).

### Commitment

Commitment is a promise to oneself or others that is reflected in action. Commitment is complete recognition, as a true attitude that comes from character and from oneself. Commitment will encourage self-confidence, and enthusiasm to carry out tasks towards change for the better (Silitonga et al., 2017). Organizational commitment is the degree of involvement of a person in the organization and the strength of that person's identification with other organizations. Organizational commitment can be characterized by three things,

namely a strong belief in the organization along with acceptance of the goals and values of the organization, a strong desire to maintain a strong relationship with the organization and a willingness and readiness to exert great efforts for the benefit of the organization (Haris, 2017).

Organizational commitment is an attitude that reflects employee loyalty to the organization from a continuous process in which members of the organization express their concern for the organization and its success and continuous progress. There are three dimensions of organizational commitment, namely: Affective commitment is an employee's emotional attachment, identification, and involvement in the organization. Continuance commitment is a commitment based on the loss associated with leaving an employee from the organization. This may be due to loss of seniority over promotions or benefits; and Normative commitment is a feeling of obligation to remain in the organization because it has to be, it is the right thing to do (Tuti et al., 2020).

Commitment has been carried out by many previous researchers, namely: (Salim & Sutanto, 2013), (Adhiputra, 2017), (Meilina & Widodo, 2018), (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017), and (Masydzulhak et al., 2016)

## Work Culture

Work culture is values that become habits and stems from customs, religion, norms and rules that become beliefs in workers or organizations. Organizational culture is said to be strong if: (1) organizational cultural values are shared by all leaders and members of the organization, (2) cultural values influence the behavior of leaders and members of the organization, (3) arouse enthusiasm for better behavior and work, (4) is resistant/strong to external and internal challenges, (5) has a formal and informal regulatory system, (6) has coordination and behavior control (Puspita et al., 2013).

Organizational culture is a system of shared meaning held by members that distinguishes an organization from other organizations. dimensions and indicators of Organizational Culture are as follows: 1. Dimensions of primary characteristics, which consist of indicators: Innovation, risk-taking, people orientation, results and team orientation, aggressiveness and setting values; 2. Dimensions of Steps to Strengthen Organizational Culture, which consist of indicators: providing guidance to members, setting examples, making routine events, providing assessments and awards; 3. Dimensions of Work Attitudes, which consist of indicators: attitudes in serving, attitudes in carrying out work, and attitudes in carrying out work initiatives; 4. Skill level dimension, which consists of indicators of task achievement skills, program implementation skills, and program achievement evaluation skills (Prayogo, 2018).

Organizational culture is an organization's values or role models that distinguish one organization from another that characterizes an organization which will be very useful in achieving the organization's goals. The characteristics of organizational culture are: commitment, competence, cooperation, openness, and honesty (Enggana et al., 2018).

Work culture has been widely studied by various previous studies, namely: (Dahlan et al., 2017), (Sasuwe et al., 2018), (Harini et al., 2020), (Limakrisna et al., 2016), (Purba et al., 2017), (Brata et al., 2017), (Elmi et al., 2016), and (Putri Kharisma & Frinaldi, 2021).

**Table 1: Previous Research**

No	Author (year)	Previous Research Results	Equation with this article	Difference with this article
1	Tuti et al (2020)	Competence, Organizational Commitment and Career Development Have a Positive and Significant Impact on Performance Through Work	Organizational Commitment Has a Positive and Significant Effect on Work Productivity	Competence, and Career Development Have a Positive and Significant Influence on Performance

		Productivity of Manhattan Hotel Jakarta Employees		Through Work Productivity
2	Sasuwe et al (2018)	Organizational Culture and Job Stress have a positive and significant effect on Job Satisfaction and Work Productivity of PT.Air Manado Employees	Organizational Culture Has a Positive Effect on Work Productivity	Job Stress Has a Significant Effect on Job Satisfaction and Work Productivity
3	Dahlan et al (2017)	Human Resource Management and Organizational Culture Have a Positive and Significant Effect on Service Quality at the Tamalate District Office, Makassar City	Organizational Culture Has a Positive and Significant Influence on Service Quality	The Effect of Human Resource Management Has a Positive and Significant Influence on Service Quality
4	Ardi & Permana (2017)	Transformational Leadership and Work Culture Have a Significant Influence on Service Quality of PDAM Tirta Meda Sumedang.	Work Culture Has a Significant Influence on Service Quality	Transformational Leadership Has a Significant Influence on Service Quality
5	Musri & Nadhira (2020)	Organizational Culture, Organizational Commitment and Work Environment Have a Positive and Significant Influence on Work Productivity of Regional Office VI Employees of Medan State Personnel Agency	Organizational culture and work commitment affect work productivity	Work environment affects work productivity
6	Haris (2017)	Job satisfaction and organizational commitment have a significant and strong relationship to service quality	Organizational commitment has a significant and strong relationship to service quality	Job satisfaction has a significant and strong relationship to service quality
7	Prayogo (2018)	Motivation and Organizational Culture have a positive influence on Work Productivity	Organizational Culture has a strong influence on Work Productivity	Motivation has a positive influence on Work Productivity
8	Enggana et al (2018)	Organizational Culture and Work Discipline Have a Positive Effect on Employee Productivity	Organizational Culture Has a Positive Effect on Employee Productivity	Work Discipline Has a Positive Effect on Work Productivity
9	Puspita et al (2013)	There is a significant influence between work culture, motivation and social security on employee productivity	There is a significant influence between work culture on employee productivity	There is a Significant Influence between Motivation and Social Security on Employee Work Productivity
10	Jaya (2015)	There is a positive influence between organizational culture on the discipline and productivity of journalists	There is a positive influence between organizational culture on journalist productivity	There is a Positive Influence Between Organizational Culture on Discipline
11	Mentari & Anandita (2020)	There is an Influence of Training and Commitment to Work Productivity of PT. Orange Sky Media	There is an Influence of Commitment to Work Productivity of PT. Orange Sky Media	There is an Influence of Training on Work Productivity of PT. Orange Sky Media
12	Salim & Sutanto (2013)	Satisfaction with the Bonus System, Organizational Commitment and Work Motivation Have a Positive and Significant Influence on	Organizational Commitment Affects Employee Work Productivity	Satisfaction with the Bonus System and Work Motivation Has a Positive and Significant Effect on Employee

		Work Productivity of Employees of PT. Indra Jaya Banjarmasin		Productivity
13	Dudung Abdullah (2017)	Organizational commitment and psychological environment both simultaneously and partially have a positive and significant effect on the work productivity of Bank BJB employees	Organizational commitment either simultaneously or partially has a positive and significant effect on the work productivity of Bank BJB employees	The psychological environment, both simultaneously and partially, has a positive and significant impact on the work productivity of Bank BJB employees
14	Nursanti (2018)	Employee Performance, Organizational Commitment There is a Significant Relationship to Employee Work Productivity	Organizational Commitment There is a Significant Relationship to Employee Work Productivity	Employee Performance There is a Significant Relationship to Employee Work Productivity
15	Kartika Carolita & Nur Rahardjo (2012)	There is an Influence of Work Experience, Independence, Objectivity, Integrity, Competence, and Organizational Commitment to the Quality of Audit Results	There is an Influence of Organizational Commitment on the Quality of Audit Results	There is an Influence of Organizational Commitment on the Quality of Audit Results

## RESEARCH METHOD

The writing method used in this scientific article is a qualitative method and literature review. This scientific article will examine a theory and the influence between variables from books and scientific journals that are obtained in libraries or offline and those that have others obtained online. Qualitative research in the literature review section must use methodological assumptions and must be consistent, which means that it must be used inductively so that no questions are asked by a researcher. The reason for using qualitative methods is that the research has an exploratory nature (Ali & Limakrisna, 2013).

## FINDINGS AND DISCUSSION

Based on theoretical studies as well as previous research and relevant research, so that the literature review article with a concentration on Human Resource Management obtained a discussion, namely:

### The effect of commitment on work quality

Commitment affects work quality, where the dimensions or indicators of commitment (affective, continuation, and normative) affect the dimensions or indicators of work quality (physical evidence, reliability, responsiveness, confidence and empathy) (Adhiputra, 2017). Employees will provide optimal service if they are committed to providing the best service. The desire of employees to accept and support organizational goals affects the desire of employees to provide optimal service quality (Haris, 2017). Commitment affects the quality of work, if the commitment is perceived well by the customer / consumer then this will be able to improve quality (Meilina & Widodo, 2018). Commitment affects the quality of work, this is in line with research conducted by: (Widari & Sutrisno, 2017), (Kartika Carolita & Nur Rahardjo, 2012).

### The influence of work culture on work quality

Efforts to improve service quality are determined by HR management and organizational culture that is always oriented towards quality services as an effort to meet the needs and expectations of the community. The capabilities of employees associated with aspects of the smooth achievement of organizational goals, including in the context of providing quality services (Dahlan et al., 2017). A strong culture can produce effects that



greatly affect individuals and performance in providing the best service, even in a competitive environment the influence can be greater than other factors such as organizational structure, financial analysis tools, leadership and others (Hasibuan, 2013).

### The effect of commitment on work productivity

Increased commitment to support increased work productivity. This is because employees feel proud to work in this company, the company is considered a good place to work, feels comfortable at work, is motivated to always perform better, feels the values applied are appropriate as they adhere to, employees feel at home to stay in the company and try hard in carrying out their duties (Mentari & Anandita, 2020).

### The influence of work culture on work productivity

Work culture has an impact on work productivity starting from organizational input which includes innovation and risk development, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability which is then perceived as an organizational culture that will become a high or low strength. which has an impact on the level of productivity and employee satisfaction (Ismail, 2013).

Increasing work productivity can be achieved through an approach to improving work culture, so that it is hoped that increasing work productivity will be built, because if not, the company will gradually weaken, lose competition and eventually collapse (close). Thus, the key to company development lies in productivity, and productivity can be built through an approach to improving organizational culture (Prayogo, 2018).

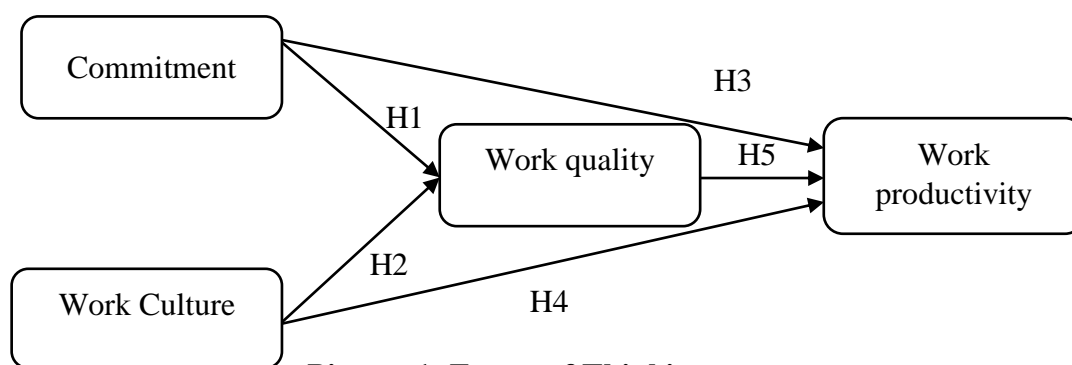
### The effect of work quality on work productivity

Edy Sutrisno (2013), argues that productivity is a relationship between output (goods and services) and inputs (labor, materials and money). Productivity is a universal concept that aims to provide more goods and services to more people, using fewer real resources (Sedarmayenti, 2011).

Productivity is a comparison between the output (result) with the input (input). If productivity increases this is only made possible by an increase in efficiency (time, materials, labor) and work systems, production techniques and an increase in the skills of its workforce. Clearly the two opinions support each other, that productivity is related to the ratio between output divided by input. The higher a person's work productivity means that all resources (cost, effort and time) are actually used efficiently to produce a certain output (Suryadi et al., 2018).

### FRAMEWORK OF THINKING

Based on the review obtained from the problem formulation, theoretical study, and discussion of the influence between variables in previous research and relevant research, the framework for thinking in this article is as follows:



Picture 1: Frame of Thinking

Based on the framework of thinking above, so: commitment and work culture have an influence on work quality and work productivity both directly and indirectly. Not only commitment and work culture variables can affect work quality and work productivity variables, but there are still many variables that can affect work quality and work productivity variables, such as variables:

- 1) Incentive: (Riyanto, Adila, et al., 2017), (Oktariansyah, 2018), and (Lampa et al., 2021).
- 2) Work discipline: (Faslah & Savitri, 2013), (Enggana et al., 2018), (Elmi et al., 2016), (Ali, 1926), (Agussalim et al., 2016), (Anwar et al., 2020), and (Labudo, 2018).
- 3) Work Spirit: (Musak et al., 2015), (Riyanto, Adila, et al., 2017), and (Subari, 2019)
- 4) Motivation: (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016), and (Aima et al., 2017)
- 5) Creativity: (Desfiandi et al., 2017), (Yacob et al., 2020), (Richardo et al., 2020), (Christina Catur Widayati et al., 2020), (Prayetno & Ali, 2020) and (C.C. Widayati et al., 2020).

## CONCLUSIONS AND SUGGESTIONS

### Conclusions

Based on the theory and discussion obtained from relevant articles, a hypothesis is formulated for the latest research, namely:

1. Commitment has an influence on work productivity.
2. Work culture has an influence on work productivity.
3. Commitment has an influence on the quality of work.
4. Work culture has an influence on the quality of work.
5. Quality of work has an influence on work productivity.

### Suggestion

Based on the conclusions obtained, the advice given by this review article is that there are many other factors that affect work productivity and work quality, apart from commitment and work culture itself in an organization or company, so a more in-depth study is needed to can find out what other factors have an influence on work productivity and work quality in addition to the commitment and work culture factors reviewed in this article, such as factors of job satisfaction, work discipline, and work environment.

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