



The Influence of Organizational Culture, Motivation and Welfare on Employee Performance at PT Duta Persada Duper (Literature Review)

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Abstract: The Literature Review article entitled "The Influence of Organizational Culture, Motivation, and Welfare on Employee Performance" is a scientific paper whose aim is to develop a research hypothesis about the relationship between variables that will be used in subsequent research in Human Resource Management. This article was created using the library research method obtained from online sources such as Google Scholar, Mendeley, and other academic media. The results of this Literature Review article show that there are three main factors that influence employee performance, namely organizational culture, motivation, and well-being. First, a good organizational culture can improve employee performance because it provides clear guidelines and norms and makes employees feel motivated and have a common goal. Second, high motivation will lead to better employee performance because employees feel driven to achieve goals and feel valued for their performance. Third, employee welfare which includes health, good work environment, and fair compensation also has a positive impact on employee performance because employees feel valued and are motivated to work well. In the science of Human Resource Management, an understanding of these factors is very important to improve employee performance and achieve organizational goals effectively. This Literature Review article can be a reference for researchers and practitioners in the field of Human Resource Management to develop further research on the influence of these factors on employee performance.

Keyword: Employee Performance, Organizational Culture, Motivation and Welfare

INTRODUCTION

Every student, whether Undergraduate, Undergraduate or Undergraduate, must conduct research in the form of a thesis, thesis and dissertation. Likewise for lecturers, researchers and other functional staff who actively conduct research and create scientific articles for publication in scientific journals. Scientific work is one of the requirements for students to complete their studies at most universities in Indonesia. This provision applies to all levels of education, namely undergraduate thesis (S1), undergraduate thesis (S2) and third-level dissertation (S3).

Based on empirical experience, many students and authors have difficulty finding supporting articles for their scientific work as previous research or as relevant research. Relevant articles are needed to strengthen the theory being researched, to see the relationship or influence between variables and build hypotheses.

Research and publication of scientific papers are important and mandatory for students, lecturers, researchers and other functional staff. At most universities in Indonesia, completion of studies is determined by submitting scientific work in the form of theses, theses, or dissertations. Therefore, students and academics must actively conduct research and create scientific articles to be published in scientific journals.

However, based on empirical experience, many students and researchers have difficulty finding supporting articles for their scientific work. Relevant articles are very important to strengthen the theory under study, see the relationship or influence between variables, and build hypotheses. Therefore, this Literature Review article discusses the influence of organizational culture, motivation, and well-being on employee performance in the field of Human Resource Management.

In this context, a literature review containing previous studies on the research topic can be a very valuable reference in developing research. By reading and studying relevant scientific articles, researchers can obtain the necessary information to develop their theoretical framework and research hypotheses. Therefore, this article can be a useful reference for students, lecturers, researchers and other functional staff who are conducting research or wish to study this topic in more depth. This article discusses the influence of Organizational Culture, Motivation, and Welfare on Employee Performance, a literature review study in the field of Human Resource Management.

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

- 1) Does Organizational Culture influence Employee Performance?
- 2) Does Motivation affect Employee Performance?
- 3) Does Well-being impact Employee Performance?

LITERATURE REVIEW

Employee Performance

Employee Performance is Productivity is very directly related to human resources, so it is very important to be considered by company leaders. Employee productivity is a very important thing to be considered by company leaders because it is closely related to human resources. Increased productivity can have a positive impact on a company's goal of obtaining greater profits. Human resources are a very valuable asset in a company because employee performance plays a very important role in increasing productivity. Employee performance itself comes from the word work performance which refers to the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. This has been explained by several experts such as Mangkunegara (2017). Employee performance is also a collection of the total work that exists in employees, as explained by Yullyanti (2011). Many previous studies have examined employee performance, including research conducted by Sari and Hadijah (2016) regarding improving employee performance through job satisfaction and discipline.

Employee performance is directly related to productivity and human resources in the company, so it is very important for company leaders to pay attention to it. If productivity increases, the company's profits also increase. Employee performance can be interpreted as the work results achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. In addition, employee performance can also be considered as the

total of work done by a worker in the company. There have been many previous studies that focused on improving employee performance through job satisfaction and work discipline.

Organizational Culture

Organizational Culture is Organizational culture is the norms and values that guide the behavior of members of the organization. Organizational Culture refers to a set of norms and values that guide the behavior of members of the organization. This helps each member behave in accordance with the norms that apply in order to be accepted by the environment. (Muis, Muhammad Ras, Jufrizen, & Muhammad Fahmi. 2018). Organizational culture is a set of values, beliefs, norms, and ways of thinking that are shared and shared by members of an organization, and determine the way of work and interaction within it. Organizational culture can include values such as integrity, honesty, cooperation, innovation, customer satisfaction, and so on. This culture can be influenced by various factors such as organizational history, leadership, organizational structure, and external environment.

Organizational culture can also be interpreted as a pattern of basic assumptions that are created or developed by a group to help organizations learn to overcome their problems. This needs to be taught to new members so they can understand and feel the problems that arise. (Wardani, Rodiathul Kusuma, Djudi Mukzam, & Yuniadi Mayowan, 2016). Organizational culture is not just about values and beliefs, it influences how the organization operates. Organizational culture can affect the way people interact, communicate, and solve problems. For example, organizations that have a culture of collaboration and innovation tend to have employees who are more open to working together and come up with new solutions, while organizations that have a culture of individualism tend to focus more on personal gain and are less cooperative.

Organizational culture is also the basic philosophy of the organization which includes shared beliefs, norms and values which are the core characteristics of how things are done in the organization. (Meutia, Kardinah Indrianna, & Cahyadi Husada, 2019). Organizational culture can also affect employee motivation and performance. Employees who feel compatible with organizational values and beliefs tend to be more motivated and have high performance. Conversely, employees who do not feel compatible with organizational culture can experience stress, lack of motivation, and low performance. Organizational Culture has been widely studied by previous researchers, such as (Ernawan, 2011). Leadership and decision-making in an organization can also be influenced by organizational culture. Successful leadership can promote values and beliefs that are in accordance with the organizational culture, and make decisions that are in accordance with these values. In this case, organizational culture can help organizations achieve the desired goals, including achieving financial and non-financial goals. Therefore, organizational culture is a key factor that can affect the success of an organization. It is important for organizations to pay attention to and strengthen a positive organizational culture in order to achieve organizational goals and build a good reputation in the eyes of employees and the general public.

Motivation

Motivation is the power contained within an organism to encourage it to take action or become a driving force that supports it in achieving certain goals. There are various definitions from previous researchers regarding motivation, which generally describe motivation as a conscious effort and giving a psychological impetus to a person to take an action with the desired goal. This indicates that motivation has a very important role in the learning process or improving the performance of organisms and individuals.

Motivation is defined as the strength contained within the organism that encourages it to act or is a driving force (Oktiani, 2017). Motivation is an internal process that directs individual

behavior to achieve certain goals or satisfaction. Motivation can be understood as the impetus that drives someone to do something with the aim of achieving satisfaction or a certain desire. This encouragement can be in the form of needs, desires, goals, or hopes that become a motivator for individuals to behave or do something.

Motivation is a conscious effort to move, direct and maintain a person's behavior so that he is compelled to act to do something so as to achieve certain results or goals. (Hamdu, Ghullam, & Lisa Agustina, 2011). In an organizational context, motivation is important to increase employee productivity and performance. Management needs to understand the factors that motivate employees and create a conducive work environment to increase employee motivation. Some strategies that can be done include giving awards, giving greater responsibility, providing opportunities for growth, and providing adequate support.

Motivation is a psychological symptom in the form of encouragement that arises in a person consciously to carry out an action with a specific purpose (Prihartanta, 2015). Several factors that can affect motivation include individual needs, work environment, and personal factors. Individual needs can motivate someone to achieve certain goals. A conducive work environment, such as support from colleagues or supervisors, can also motivate someone to do a good job. In addition, personal factors such as self-confidence, ability, and experience can also affect one's motivation.

This motivation has been studied by many previous researchers including (Rumhadi, 2017)), Motivation can be divided into two types, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation occurs when individuals feel satisfied and feel happy doing a task or job because it is considered important, interesting, or challenging, without thinking about the rewards or rewards received. Meanwhile, extrinsic motivation occurs when individuals perform tasks or jobs with the aim of obtaining certain awards, rewards or rewards (Ali, Hapzi, Istianingsih Sastrodiharjo, & Farhan Saputra, 2022).

Welfare

Welfare is complementary remuneration (material and non-material) provided based on wisdom, the aim is to maintain and improve the physical and mental condition of employees so that their work productivity increases. (Soecardi, 2012). Well-being is a condition in which a person feels happy, comfortable and satisfied in his life. The term is often associated with aspects such as physical and mental health, education, employment, finance, social and environment. Welfare can also be interpreted as a process and effort to achieve this condition.

Welfare is a system that includes programs and services that help people to meet social, economic, educational and health needs that are fundamental to maintaining society (Fitri, Anissa Nur, Agus Wahyudi Riana, & Muhammad Fedryansyah, 2015). Physical well-being includes factors such as physical health, fitness and good nutrition. Mental well-being includes happiness, life satisfaction, ability to cope with stress and challenges, and a sense of meaning and purpose in life. Well-being at work includes healthy and safe working conditions, career development opportunities, balance between work and personal life, and adequate wages and benefits.

This welfare has been studied by many previous researchers, including (Akny, 2014). Social welfare includes positive interactions with other people, healthy and mutually supportive social relationships, as well as social support in overcoming problems or difficulties. Environmental welfare includes a healthy and safe environment, environmental sustainability, and awareness of the impact of the environment on human well-being. Overall, well-being is a complex and multidimensional condition, and can be affected by many interrelated factors. Efforts to improve welfare must involve a holistic approach that involves all aspects of life and the environment that affect one's well-being.

RESEARCH METHOD

The method of writing this Literature Review article is the Qualitative Descriptive method and Library Research, sourced from the Google Scholar online application, Mendeley and other online academic applications.

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 in nature, (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article is a review of relevant articles, followed by a review of the influence between variables and continued with making conceptual thinking about research plans:

Relevant Article Reviews

Reviewing relevant articles as a basis for establishing research hypotheses by explaining the results of previous research, explaining similarities with research plans and differences in research plans with previous authors.

Table 1. Relevant Article Reviews

No	Author (Year)	Results of Previous	Research Similarities With This Article	Differences With This Article	Hypothesis
1	Wahyudi, Wan Dedi, and Zulaspan Tupti. (2019)	Organizational Culture and Motivation have a positive and significant impact on Employee Performance	Motivation affects Employee Performance	Organizational Culture influences Employee Performance	H1
2	Sriwidodo, Untung, and Agus Budhi Haryanto. (2010)	Organizational Culture, Motivation and Welfare have a positive and significant impact on Employee Performance	Organizational Culture & Motivation affect Employee Performance	Welfare has an effect on Employee Performance	H1
3	Juliningrum, Emmy, and Achmad Sudiro. (2014)	Organizational Culture and Motivation have a positive and significant impact on Employee Performance and Employee Performance	Organizational Culture & Motivation affect Employee Performance	Organizational Culture and Motivation affect Employee Performance	H1
4	Widodo, Djoko Setyo. (2017)	Organizational Culture and Motivation have a positive and significant impact on Employee Performance	Motivation affects Employee Performance	Organizational Culture influences Employee Performance	H2
5	Rivai, Ahmad. (2020)	Organizational Culture, Motivation and Welfare have a positive and significant impact on Employee Performance	Organizational Culture & Motivation affect Employee Performance	Welfare has an effect on Employee Performance	H2
6	Erwatningsih, Eni. (2019)	Organizational Culture and Motivation have a positive and significant impact on Employee Performance and Employee Performance	Organizational Culture & Motivation affect Employee Performance	Organizational Culture and Motivation affect Employee Performance	H2

7	Noor, Zainul Arifin. (2012):	Organizational Culture and Motivation have a positive and significant impact on Employee Performance	Motivation affects Employee Performance	Organizational Culture influences Employee Performance	H3
8	Rempowatu, Syutrika, Alden Laloma, and Rully Mambo (2020).	Organizational Culture, Motivation and Welfare have a positive and significant impact on Employee Performance	Organizational Culture & Motivation affect Employee Performance	Welfare has an effect on Employee Performance	H3
9	Hogantara, Andana, and Desak Ketut Sintaasih. (2015)	Organizational Culture and Motivation have a positive and significant impact on Employee Performance and Employee Performance	Organizational Culture & Motivation affect Employee Performance	Organizational Culture and Motivation affect Employee Performance	H3

Influence Analysis between Variables

The Influence of Organizational Culture on Employee Performance

Organizational culture that is truly managed as a management tool will influence and be a driving force for employees to behave positively, be dedicated and productive. Cultural values are not visible, but are forces that drive behavior to produce performance effectiveness (Arianty, N. 2015). By supporting the components of the principle of intimacy and the principle of integrity which are a reflection of the corporate culture in this study, it can improve the performance of employees in the company. Cultivating the principle of familiarity and integrity will foster the performance of employees who are able to achieve company goals well. This will bring progress and success to the company. Conversely, if the principles of familiarity and integrity are not properly instilled in employees, it is possible that they will be a factor in the company's failure in carrying out its activities. Muis, M. R., Jufrizen, J., & Fahmi, M. (2018).

The Effect of Motivation on Employee Performance

Employees tend to work enthusiastically if they feel satisfied with their jobs, and employee job satisfaction is the key to increasing employee morale, discipline, and performance which supports the achievement of company goals. Employees who are satisfied with their jobs can make a positive contribution to improving company performance. (Murti & Srimulyani, 2013). Someone will be more motivated and enthusiastic at work if they are satisfied with their work. Employee job satisfaction is considered as the key to spur morality, discipline, and employee performance in supporting company goals. When employees are satisfied with their work, they will make a positive contribution to improve company performance. Therefore, it is important for companies to ensure that employees are satisfied with their jobs so that they are motivated and excited to work optimally.

Motivation is the energy that drives a person to achieve organizational goals, which is formed from a positive attitude in dealing with work situations. A positive attitude towards work situations can strengthen motivation to achieve maximum performance. (Sutrischastini & Riyanto, 2015). Motivation can be interpreted as an impetus or energy that encourages someone to take action aimed at achieving certain goals. Work motivation is closely related to the attitude possessed by employees in dealing with work situations. If employees have a positive attitude towards work situations, then work motivation will be stronger and encourage employees to achieve maximum performance. In this case, a positive attitude towards work and work environment is very important to maintain work motivation and strengthen employee contributions in achieving organizational goals.

The Effect of Welfare on Employee Performance

Employee welfare and organizational commitment together have a positive effect on employee performance. It can be explained that employee satisfaction, employee welfare and organizational commitment have a positive effect on employee performance. Dalimunthe, B. Y., & Siagian, N. J. (2021). Employee welfare and organizational commitment are two factors that have a positive influence on employee performance. Employee welfare includes physical, mental and social aspects. Physical factors such as a safe work environment, adequate facilities, and well-maintained employee health are important factors in ensuring the physical well-being of employees. Mental factors such as job satisfaction, rewards for achievement, and social support from colleagues and superiors also have an influence on employee welfare.

Good employee welfare will increase employee motivation and productivity. When employees feel satisfied and comfortable with their work environment and work, a higher sense of responsibility will arise for the work they carry out. This has a positive impact on employee performance and overall company performance. In addition to employee welfare, organizational commitment is also an important factor in improving employee performance. Organizational commitment includes employee loyalty and loyalty to the company. Employees who have high commitment tend to be more motivated and motivated to achieve company goals.

Employee welfare and organizational commitment influence each other. High employee welfare will increase organizational commitment, because employees will feel they have a responsibility to the company and are encouraged to contribute more. Conversely, high organizational commitment will also increase employee welfare, because companies tend to provide greater support and appreciation to employees who are loyal and contribute positively.

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

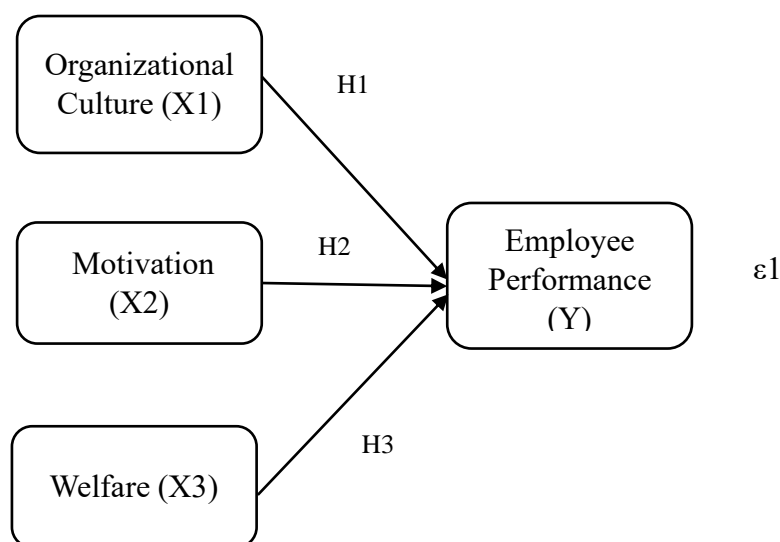


Figure 1. Conceptual Framework

Based on the conceptual framework picture above, then: Organizational Culture, Motivation, and Welfare affect Employee Performance.

Apart from these three exogenous variables that affect employee performance, there are many other variables that affect employee performance, including:

- 1) Organizational Culture (Harini et al., 2020), (Elmi et al., 2016) dan (Limakrisna et al., 2016),

- 2) Discipline (Elmi et al., 2016), (Ali, 1926), (Agussalim et al., 2016)
- 3) Government (Ansori & Ali, 2017), (No et al., 2017), (Agussalim et al., 2020).

CONCLUSIONS AND SUGGESTION

Conclusions

Based on the theory, relevant articles and discussion, hypotheses can be formulated for further research: 1. Organizational Culture influences Employee Performance. 2. Motivation affects Employee Performance. 3. Welfare affects Employee Performance.

Suggestion

Based on the conclusions above, the suggestion for the next author is that there are many other factors that influence employee performance, apart from organizational culture, motivation and well-being, therefore further studies are needed to look for these other factors. Other factors affect employee performance Apart from the three variables examined in this article, such as x4, x5 and x6.

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