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Determinants of Company Performance: An Analysis of Corporate Culture, Human Resource Quality, Leadership and Information Technology

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Abstract: The purpose of this literature research is expected to build hypotheses regarding the influence between variables which can later be used for further research in the scope of human resource management. The literature review research article determines company performance: analysis of corporate culture, human resource quality, leadership and information technology which is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research relevant to this research and sourced from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Corporate Culture affects Company Performance; 2) Quality of Human Resources affects Company Performance; 3) Leadership affects Company Performance; and 4) Information Technology affects Company Performance.

Keyword: Company Performance, Corporate Culture, Human Resource Quality, Leadership, Information Technology.

INTRODUCTION

Company performance serves as a primary metric for evaluating the efficacy of an organization in attaining its objectives. In Indonesia, despite the presence of numerous companies across a range of sectors, their performance has exhibited a concerning trend in recent years. As evidenced by data released by the Indonesia Stock Exchange (IDX), there has been a notable decline in the LQ45 index, which encompasses the 45 most highly performing companies in the Indonesian stock market, since 2019. This decline is indicative of broader economic challenges, as well as a gap in research regarding the factors that influence company performance (Qalati et al., 2022).

One factor that is frequently neglected in research is the impact of corporate culture. A robust corporate culture can serve as a pivotal catalyst for enhanced performance (Abdelwahed et al., 2023). However, a considerable number of organizations in Indonesia remain inadequately informed about its significance. For example, research conducted by Huo & Jiang, (2023) indicates that a positive corporate culture can enhance employee motivation and reduce turnover rates, which in turn contributes to increased productivity. Nevertheless, in Indonesia, a considerable number of companies adhere to a conventional and inflexible work culture, which can impede innovation and creativity.

In addition to the aforementioned factors, the quality of human resources (HR) is also a critical determinant of performance. According to data from the Qorina, (2019), while the level of education in Indonesia is on the rise, the discrepancy between the skillsets of the workforce and the demands of the industry persists. This results in many companies experiencing difficulties in identifying and recruiting a qualified workforce, which ultimately has a detrimental impact on their performance (Schleu & Hüffmeier, 2021). In light of these considerations, further research is required to ascertain how human resources training and development can be optimized to enhance organizational performance.

Furthermore, the role of leadership in determining company performance is significant. An effective leader is capable of motivating the team and establishing a work environment conducive to achieving company goals (Müller et al., 2024). Nevertheless, a considerable number of companies in Indonesia continue to adopt an authoritarian leadership style, which can impede employee involvement and diminish morale. As demonstrated by Susanto, Widyastuti, et al., (2023), transformational leadership has the potential to enhance overall team and organizational performance. It is therefore important to explore the impact of different leadership approaches on company performance in Indonesia (Tosun et al., 2022).

Furthermore, information technology (IT) is an additional factor that cannot be overlooked in the determination of a company's performance. In the contemporary digital age, organizations that fail to leverage information technology (IT) effectively will inevitably fall behind their competitors (Feng, 2023). As indicated by data from the Stirpe et al., (2022), companies that effectively adopt digital technology can increase their productivity by 20%. However, many companies in Indonesia are still hesitant to invest in IT, which consequently impedes their ability to compete effectively in the global market. Therefore, this study aims to identify and analyze the relationship between corporate culture, HR quality, leadership, and IT on firm performance in Indonesia (Takeuchi et al., 2022).

In recent years, the information, banking, and communications sector in Indonesia has exhibited a notable decline in company performance. Based on data from the Jumawan et al., (2024), the performance of companies in these sectors experienced a significant decline from 2019 to 2024. The table below illustrates the annual percentage growth of these sectors:

Table 1. Company Growth in the Information, Banking and Communications Sector in Indonesia 2019-2024

Year	Information Sector	Banking Sector	Communication Sector
2019	8,5%	6,2%	7,1%
2020	4%	3,5%	5%
2021	2,5%	2,0%	4%
2022	1%	1,5%	3%
2023	-0,5%	0,5%	2%
2024	-1%	0%	1%

The data illustrate that the information sector is experiencing the most pronounced decline in growth, with negative growth rates projected for both 2023 and 2024. Conversely, the banking and communications sector also exhibits a decline, albeit at a slower rate than

that observed in the information sector. This decline in performance can be attributed to a number of factors, including the impact of the global pandemic, shifts in consumer behavior, and intensified competition in the market (Afrasiabi et al., 2022).

Further analysis indicates that the information sector, which was previously regarded as the primary catalyst for digital economic growth in Indonesia, is now confronted with significant challenges. For instance, technology companies that specialize in digital services are encountering difficulties in retaining their customer base, which is shifting towards alternative platforms that offer superior and more innovative services (Ghosh, 2022).

In the context of banking, although the sector is still relatively stable, many banks have experienced a decline in net profit due to an increase in credit risk and a reduction in loan demand. This situation was further complicated by economic uncertainty resulting from inflationary pressures and fluctuations in exchange rates (Gaan & Shin, 2023). Meanwhile, the communications sector, while still demonstrating growth, is also facing challenges from rising operational costs and the need to invest in new technologies to maintain competitiveness. Against this backdrop, it is crucial to conduct a comprehensive analysis of the factors influencing firm performance in these sectors. This research will elucidate the role of corporate culture, human resource quality, leadership, and information technology in determining firm performance (Alqudah et al., 2022).

Prior to conducting a more comprehensive investigation, it is essential to gain an understanding of the various factors that can potentially impact a company's performance. Corporate culture represents a significant factor influencing employee interactions, collaboration, and contributions to organizational objectives (Van Triest et al., 2023). A positive organizational culture has been demonstrated to enhance employee motivation and productivity, whereas a negative culture has been linked to elevated turnover rates and diminished job satisfaction (Benitez et al., 2022).

The quality of human resources is also a significant determinant of organizational performance. As evidenced by research conducted by Susanto et al., (2024), organizations that employ engaged personnel with the requisite competencies tend to exhibit superior performance. The quality of education and training received by employees can influence their capacity to adapt to changes in the industry and technology. It is similarly important to consider the role of effective leadership (Yagil et al., 2023). Those in leadership positions who are able to inspire and motivate their teams can facilitate the creation of a productive work environment. A study conducted by F. Saputra, (2021) indicates that leaders who demonstrate integrity and confidence tend to elicit superior performance from their teams.

In conclusion, the role of information technology in company performance is becoming increasingly significant. In the current digital era, companies that adopt the latest technology and utilize data for improved decision-making can enhance their operational efficiency and competitiveness (Liu et al., 2023). A study by Firdhaus & Akbar, (2022) indicates that companies that effectively implement information technology can increase their productivity by 20%. In light of these considerations, this study aims to examine the interrelationships between corporate culture, human resource quality, leadership, and information technology and their impact on firm performance in the information, banking, and communications sector in Indonesia (Maden-Eyiusta & Alten, 2023).

Based on the background description of the problem above, the following problem formulation is determined: 1) Does Corporate Culture affect Company Performance?; 2) Does the Quality of Human Resources affect Company Performance?; 3) Does Leadership affect Company Performance?; and 4) Does Information Technology affect Company Performance?

METHOD

The approach used in this study is descriptive qualitative research. This method is used to enable researchers to investigate and understand phenomena related to company performance comprehensively. Descriptive qualitative data collection and analysis allows researchers to customize their approach to the needs of the research and the characteristics of the subject under study, (Ali et al., 2024).

This study uses data from previous studies related to company performance. We will analyze the existing literature to identify patterns and trends related to firm performance. By using previous research, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of firm performance.

Data was collected through a literature review. The literature review was an important component of this research. It allows the researcher to identify and analyze various sources related to the topic at hand. The researcher will collect data from relevant journal articles, books and other documents to gain unquestionable insights regarding company performance, corporate culture, human resource quality, leadership and information technology. The literature review also provides researchers with the latest information on developments in this field and identifies research gaps that need to be filled.

This research utilizes data from the most reputable academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as the most reliable platforms, such as Publish or Perish and Google Scholar. These sources ensure that the data collected is valid and accountable. The use of multiple sources allows researchers to gain a more comprehensive understanding of company performance from various perspectives.

RESULTS AND DISCUSSION

Results

The following are the research findings by considering the context and problem formulation:

Company Performance

Company performance represents the ultimate outcome achieved by a company in order to attain the objectives and benchmarks that have been established. The aforementioned performance can be quantified through a number of different metrics, including productivity, profitability, efficiency, and growth. The level of company performance is influenced by a multitude of factors, both internal and external. Internal factors, such as the quality of human resources, operational processes, and leadership, and external factors, such as economic conditions and competition, can collectively impact the performance of a company (R. Saputra et al., 2023; Susanto, Sawitri, et al., 2024).

Dimensions or indicators that include Company Performance variables include: 1) Profitability: The profitability of a company can be measured in a number of ways, including by net profit, profit margin, return on investment (ROI), and return on assets (ROA). This indicator demonstrates the extent to which the company generates profits; 2) Productivity: This indicator measures operational efficiency through the output produced per unit of input, such as labor or capital; 3) Sales Growth: The percentage change in sales from the previous period indicates whether the business is expanding or contracting; 4) Customer satisfaction: A non-financial indicator that gauges customer perceptions and experiences with the company's products or services; and 5) Operational efficiency: This indicator gauges a company's capacity to leverage existing resources in a manner that minimizes costs while enhancing quality (Mahaputra & Saputra, 2024).

The Company Performance variable is relevant to previous research that has been researched by: (Marsono et al., 2018), (Susanto, Sawitri, Ali, & Rony, 2023), (D. Kurniawan et al., 2021).

Company Culture

Corporate culture can be defined as a system of values, beliefs, norms, and practices that are applied by members of the organization and serve to guide behavior in the fulfillment of their duties and responsibilities. The culture of an organization reflects the manner in which the company operates, the interactions between employees, and the processes through which business decisions are made. A robust organizational culture is typically defined by a high level of dedication to the organization's core values, transparent communication, and productive collaboration between employees. Furthermore, the corporate culture exerts an influence on the motivation and satisfaction of employees, which in turn affects the overall performance of the organization (Ali et al., 2022).

The dimensions or indicators that include the Corporate Culture variable include: 1) Employee Commitment: The extent to which employees are loyal and engaged within the organization; 2) Collaboration: The extent to which employees collaborate effectively in teams and across departments; 3) Innovation: The extent to which the company fosters and facilitates the generation of novel ideas by its employees; 4) Values and Norms: The fundamental values espoused by the organization, including work ethics, integrity, and professionalism; and 5) Internal Communication: The degree of openness and effectiveness of communication between management and employees at all levels (Rosdyanti & Suwanto, 2020).

Corporate Culture variables are relevant to previous research that has been researched by: (Feri et al., 2020), (Sustrastanti & Rachmawati, 2023), (Ishika Ramadhany Putri & Ningrum Fauziah Yusuf, 2022), (Soehaditama et al., 2024).

Quality of Human Resources

The quality of human resources (HR) can be defined as the collective competencies, skills, knowledge, and capabilities possessed by individuals within the organization. The quality of human resources is enhanced by the possession of technical ability, interpersonal skills, and a strong work ethic. Human resources represent a significant asset for organizational success, as individual performance directly impacts the productivity and efficiency of the entire organization. Organizations that employ a workforce of high-quality human resources are more likely to demonstrate innovative practices, adaptability to change, and the capacity to provide superior customer service. The advancement of HR quality is achieved through the implementation of educational, training, career development, and sustainable coaching programs (Zahran & Ali, 2020).

The dimensions or indicators covering the Human Resource Quality variable include: 1) Technical Competence: The extent to which employees possess the requisite technical skills and knowledge to fulfill their job duties; 2) Career Development: The extent to which employees are provided with opportunities for training and development, with a view to enhancing their skills; 3) Employee Motivation: The degree of motivation and enthusiasm exhibited by employees in the execution of their duties; 4) Employee Productivity: The quantity of output produced by employees within a specified time frame; and 5) Employee Retention: The capacity of the company to retain high-performing employees over an extended period of time (S. S. E. Putri et al., 2022).

Human Resource Quality variables are relevant to previous research that has been researched by: (Fauzi et al., 2023), (K. Kurniawan et al., 2021), (Rahardja, 2022).

Leadership

Leadership can be defined as the ability of an individual to influence, direct, and motivate others in order to achieve the goals of an organization. An effective leadership style is one that is capable of articulating a clear vision, providing direction, and motivating the team to work collectively towards the achievement of pre-established targets. There are numerous leadership styles that can be employed, including transformational, transactional, autocratic, and democratic leadership (Widodo, 2021).

The dimensions or indicators that include the Leadership variable include: 1) Inspiring Ability: The capacity of a leader to articulate a vision and inspire their team to strive for greater heights; 2) Decision-making: The quality and velocity with which a leader makes the optimal decisions for the organization; 3) Leadership Style: The style of leadership employed, whether transformational, transactional, democratic, or autocratic, has an impact on the efficacy of the team; 4) Communication: The leader's capacity to communicate in a clear and effective manner with the team and other stakeholders; and 5) Delegation and Empowerment: The extent to which the leader delegates tasks and affords employees autonomy in decision-making (Susanto, Agusinta, et al., 2023).

Leadership variables are relevant to previous research that has been researched by: (Widodo et al., 2019), (Susanto & Sawitri, 2022), (Susanto, Syailendra, et al., 2023), (Widodo et al., 2017).

Information Technology

Information technology (IT) can be defined as the utilisation of computing technology, software, and network systems to manage information and support business processes within an organisational context. IT plays a pivotal role in enhancing operational efficiency, accelerating communication, and facilitating more effective decision-making (Sawitri et al., 2023).

Dimensions or indicators that include Information Technology variables include: 1) System Quality The ease of use, reliability, and security of information technology systems employed by the company; 2) Information Quality: The accuracy, relevance, and currency of information generated by information technology systems; 3) Use of Technology: The extent to which information technology is integrated into daily business processes; 4) Operational Efficiency: The extent to which information technology systems increase efficiency and reduce operational costs; and 5) User Satisfaction: The level of satisfaction of employees or customers who use information technology systems (Satriawan, Saputra, Saputra, et al., 2024).

Information Technology variables are relevant to previous research that has been researched by: (Satriawan, Saputra, & Saputra, 2024), (Oktavia, 2020), (Jumawan et al., 2020).

Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Rosdyan ti & Suwanto, 2020)	-Competency variables affect employee performance at the UPTD Puskesmas Purbolinggo Lampung Timur -Motivation variable affects employee performance at the UPTD Puskesmas	-This article has in common that it examines the Corporate Culture variable in the independent variable,	-The difference with previous research is that there are variables of Competence and Motivation as other

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
		Purbolinggo East Lampung -The Corporate Culture variable affects employee performance at the UPTD Puskesmas Purbolinggo East Lampung	and examines the Employee Performance variable in the dependent variable.	Independent variables. -The difference with previous research is the object of research, which was conducted at the UPTD Puskesmas Purbolinggo East Lampung.
2	(Rivand & Suwandi, 2023)	-Information Technology variables affect company performance -Human Resources Quality variable affects company performance	-This article has in common that it examines the Human Resource Quality variable in the independent variable, and examines the Company Performance variable in the dependent variable.	-The difference with previous research is that there are Information Technology variables as other Independent variables.
3	(Siregar & Wardi, 2023)	-Gender variables affect organizational performance -Leadership style variables affect organizational performance	-This article has in common that it examines the Leadership Style variable on the independent variable, and examines the Organizational Performance variable on the dependent variable.	-The difference with previous research is in the Gender variable as another Independent variable.
4	(Firdhaus & Akbar, 2022)	-The Accounting Information System variable affects the performance of MSME Scale Companies in Gubeng Surabaya District -Information Technology variables affect the performance of MSME Scale Companies in Gubeng Surabaya District	-This article has in common that it examines the Information Technology variable as the independent variable, and examines the Company Performance variable as the dependent variable.	-The difference with previous research is that there is an Accounting Information System variable as another Independent variable. -The difference with previous research is that there is an object of research, which was conducted in Gubeng Subdistrict, Surabaya.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

The Effect of Corporate Culture on Company Performance

The corporate culture of an organization is a significant determinant of its overall performance. In this context, elements such as employee commitment, collaboration, innovation, values and norms, and internal communication play a significant role in driving

profitability, productivity, sales growth, customer satisfaction, and operational efficiency. A study conducted by Widiyaya, (2021) indicates that organizations with robust cultures tend to exhibit superior performance compared to those without. For instance, employee commitment can enhance loyalty and mitigate turnover, which subsequently exerts a beneficial influence on productivity and operational efficiency.

Furthermore, collaboration between teams within a company also contributes to improved performance. As demonstrated by Aziz et al., (2021), teams that engage in effective collaboration are capable of completing projects in a more expedient and superior manner. This has a direct impact on sales growth and customer satisfaction. The incorporation of innovation into a company's culture fosters a creative mindset and encourages the pursuit of novel solutions, which can ultimately result in the development of superior products and services, thereby enhancing the company's competitive edge (Latuconsina et al., 2019).

Furthermore, the values and norms that are espoused and enforced within the organization also have an impact on employee behavior. When employees espouse values that are aligned with the company's vision, they are more motivated to pursue shared objectives. A Silitonga et al., (2017) report indicates that organizations with clearly defined values that are understood by all employees tend to exhibit higher levels of customer satisfaction. Effective internal communication is also a significant element of corporate culture. As evidenced by research conducted by Saputra et al., (2024), effective communication can enhance employee engagement, which subsequently leads to augmented productivity and operational efficiency.

In general, a positive and robust corporate culture can foster a work environment that encourages high performance. This is evidenced by enhanced profitability, augmented productivity, and substantial sales growth. For instance, companies such as Google and Zappos are renowned for their innovative and collaborative corporate cultures, which contribute to their success in the global market. Therefore, it is crucial for management to cultivate and sustain a corporate culture that facilitates optimal performance.

The Effect of Human Resource Competencies on Company Performance

The quality of human resources (HR) is a significant determinant of organizational performance. The aforementioned elements, including technical competence, career development, employee motivation, employee productivity, and employee retention, exert a considerable influence on a company's profitability, productivity, sales growth, customer satisfaction, and operational efficiency. As Soesanto et al., (2023) posited, organizations with superior human resources are more adept at navigating market and technological shifts, which in turn enhances their performance.

The technical competence of employees represents a primary indicator of the quality of human resources. Individuals who possess the requisite skills and knowledge are better positioned to fulfill their responsibilities in an efficient and effective manner. Ali et al., (2024) demonstrate that investment in employee training and development can enhance organizational productivity and profitability. Furthermore, career development is a significant factor in enhancing employee satisfaction and motivation. When employees perceive opportunities for professional growth, they tend to exhibit higher levels of commitment and productivity.

Another crucial element is employee motivation. As posited by Primadi Candra Susanto et al., (2023), intrinsic motivation has the potential to markedly enhance employee performance. Motivated employees are more likely to exert greater effort and demonstrate greater focus on the company's goals, which can have a positive impact on sales growth and customer satisfaction. Furthermore, the retention of employees has an impact on the performance of the company. High turnover rates can result in the loss of valuable knowledge

and experience, as well as significant costs associated with recruitment. A study by Suryani et al., (2023) indicates that companies with high employee retention rates tend to perform better.

The Effect of Leadership on Company Performance

The effectiveness of leadership is a significant factor influencing corporate performance. The capacity to inspire, the ability to make decisions, the style of leadership employed, the effectiveness of communication, and the extent to which tasks are delegated and empowerment is exercised all have a considerable impact on profitability, productivity, sales growth, customer satisfaction, and operational efficiency. As posited by Widodo, (2021), those in leadership roles who are adept at inspiring and motivating their employees can foster a positive work environment, which in turn leads to enhanced performance.

The capacity to make sound decisions is similarly crucial in the context of leadership. Those in leadership roles who are able to make appropriate and prompt decisions are better positioned to mitigate risks and capitalize on existing opportunities. As evidenced by Zainal et al., (2019) research, organizations with leaders who demonstrate proficiency in decision-making tend to exhibit superior performance. Furthermore, the leadership style employed by an individual affects the manner in which employees respond and interact within the workplace. The application of a participative leadership style by leaders can result in increased employee engagement and the encouragement of enhanced collaboration.

Effective communication is a fundamental aspect of effective leadership. Leaders who are able to communicate effectively and transparently are better able to establish robust relationships with their employees, which in turn can lead to enhanced satisfaction and productivity. As evidenced by research conducted by Susanto & Rony, (2023), effective communication can also serve to enhance employee motivation and mitigate the occurrence of workplace conflict. The practice of delegation and empowerment are also significant elements of effective leadership. By entrusting employees with autonomy, leaders can foster a sense of responsibility and commitment to the task at hand.

In essence, the ability to lead effectively can foster a work culture that is conducive to high performance. Leaders who are able to inspire, make sound decisions, communicate effectively, and delegate tasks judiciously can enhance profitability, productivity, and customer satisfaction. The success of companies such as Apple and Amazon exemplifies the impact that strong leadership can have on the sustainability of business outcomes.

The Effect of Information Technology on Company Performance

Information technology (IT) has emerged as a pivotal factor in enhancing organizational performance. The following elements have been identified as playing an important role in profitability, productivity, sales growth, customer satisfaction, and operational efficiency: system quality, ease of use, information quality, technology usage, and user satisfaction. As posited by Widjanarko et al., (2023), organizations that effectively leverage IT can establish substantial competitive advantages.

The quality of IT systems is of great consequence in supporting the operations of a company. A dependable and effective system can facilitate the acceleration of business processes and the minimization of errors. Saputra & Sumantyo, (2022) conducted research which demonstrated that high system quality is directly correlated with user satisfaction and company performance. Additionally, ease of use is a pivotal element in the adoption of technology. If information technology systems are not user-friendly, employees may be disinclined to utilize them, which can impede operational efficiency.

The quality of information generated by IT systems also has an impact on decision-making processes. The availability of accurate and timely information enables management to make more informed and expedient decisions. A study by Ali et al., (2024) indicates that companies that have access to high-quality information tend to exhibit superior performance.

The appropriate use of technology can also enhance productivity and efficiency. Organizations that adopt the latest technologies, such as automation and data analytics, can improve the speed and accuracy of their operations.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous studies that are relevant to the discussion of this literature research:

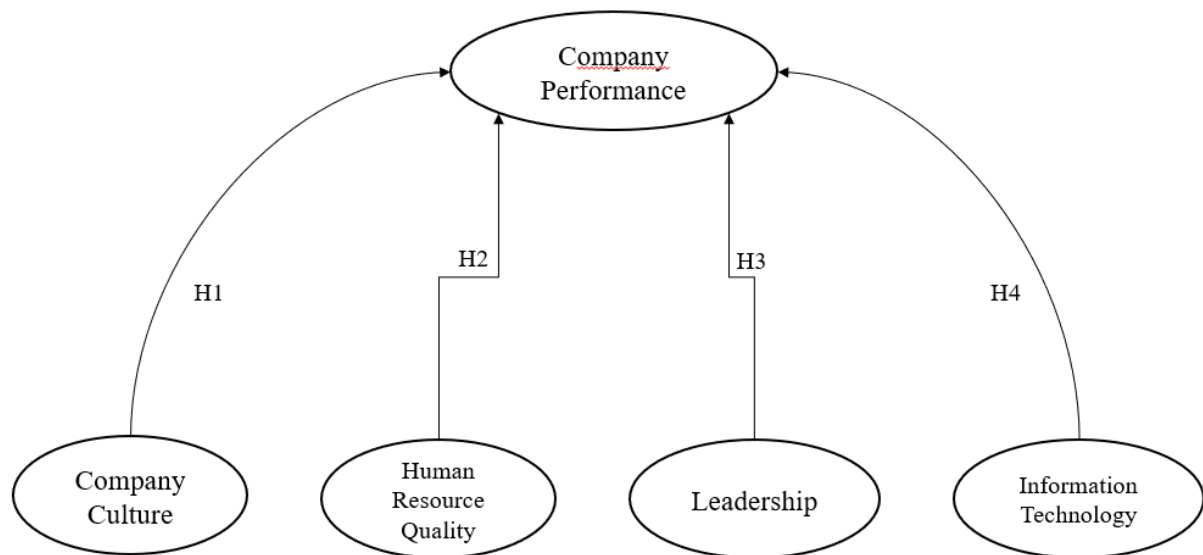


Figure 1. Conceptual Framework

Based on Figure 1 above, Corporate Culture, Quality of Human Resources, Leadership and Information Technology affect Company Performance. However, in addition to Corporate Culture, Quality of Human Resources, Leadership and Information Technology, there are other variables that affect Company Performance, including:

1. Work Environment: (Widodo, 2020), (F. Saputra et al., 2023), (G. A. M. Putri et al., 2023), (Susanto, Simarmata, et al., 2024).
2. Innovation: (Jumawan et al., 2023), (Susanto, Simarmata, et al., 2024), (Moshood et al., 2022), (Octavia et al., 2020).
3. Training: (Susanto, Soehaditama, et al., 2023), (Widodo, 2023), (Sembiring et al., 2019), (Silitonga & Widodo, 2019).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this study are:

1. Corporate Culture affects Company Performance;
2. Human Resource Quality affects Company Performance;
3. Leadership affects company performance; and
4. Information Technology affects Company Performance.

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