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## Organizational Culture, Job Satisfaction, and Work Motivation on Employee Performance: Literature Review

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### Abstract

*Organizational culture becomes important in competing if the culture can support organizational strategy, is able to answer and overcome competitive challenges and changes that occur appropriately and responsively. If someone is motivated, he will try to do his best to realize what he wants. Employee job satisfaction is basically very individualistic depending on the personality of each employee. The research aims to review the results of research on organizational culture, job satisfaction, and work motivation on employee performance. The literature review method is based on reference sources and research results with a synthesis matrix technique used in the analysis process. Journal reviews were obtained by searching Science Direct and Google Scholar. A total of 25 journals were reviewed based on theory, research on organizational culture, job satisfaction, and work motivation on employee performance. The results of the review show that organizational culture, job satisfaction, and employee motivation are aspects that can affect employee performance.*

**Keywords:** *Organizational Culture, Job Satisfaction, Work Motivation, and Employee Performance*

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### INTRODUCTION

Human resources (HR), in this case the workforce plays an important role in the company, so an educated and trained workforce is needed to support the company's growth. Organizations are also able to carry out social functions internally and externally to ensure the welfare of their members, which will have an impact on the company. To be able to compete, a company must have a vision and mission of excellence, which can only be obtained from employees who are productive, innovative, creative, always passionate and committed. Only by applying the right human resource management concepts and techniques can quality employees be obtained. Factors that can be used to improve employee performance include motivation and job satisfaction (Robbins, 2003).

Good human resources are human resources who have good knowledge, skills and attitudes at work. Therefore, organizations must take steps to develop and improve the quality of employees. Employees are expected to be able to hone their knowledge and abilities so that they are better suited to the demands of the times and can improve the performance of employees in the organization.

If a person is motivated, he will try his best to achieve what he wants. It takes a lot of effort for an organization to develop the employees the organization needs. Unsatisfied needs create tension, which stimulates drives. This drive leads to behavior to achieve certain goals which, if achieved, will satisfy these needs and encourage a reduction in existing tensions.

Employee job satisfaction is basically very personal and very dependent on each individual employee. Several factors related to employee job satisfaction to improve performance are: job factors, salary factors, opportunity or promotion factors, supervisor factors, and co-worker factors, (Luthans and Spector in Robins, 2006).

Organizational culture can be important if the culture can support organizational strategy, is able to answer and overcome challenges in competition and changes that occur are handled quickly and responsively (Soedjono, 2005). Organizational culture is the most important variable in efforts to improve employee performance because a strong organizational culture can improve employee performance (Siti Mujanah and IA Brahmasari, 2019). Organizational culture can be used as a forum for forming relationships between employees and the organization. Therefore employees feel that they are part of the organization (Tanuwibowo and Sutanto, 2014).

Based on the description above, the authors are interested in conducting research with the title organizational culture, job satisfaction, and work motivation on employee performance using literature studies. The results of the review can be used as a guideline for employees in improving organizational culture, job satisfaction, and work motivation in working within the company.

## **Literature Review**

### **Human Resource Management**

1. According to (Hasibuan 2019): Human Resource Management is the science that regulates the role of the workforce so that it is effective and efficient to help realize company, employee and community goals
2. According to (Hamali 2016): Human Resource Management is the right approach to skills, motivation, development, and management of workforce organizations

### **Organizational culture**

1. Wibowo (2011), organizational culture is a philosophy that underlies organizational policies, policies in socializing, and feelings brought about by the physical preparation of the organization.

2. Mangkunegara (2009), organizational culture is a system of beliefs, values, and norms applied in the organization and used as a guideline for its members in order to overcome external and internal problems.
3. Rivai and Mulyadi (2012), organizational culture is a framework that is used as a guideline for everyday behavior and makes decisions for employees and directs behavior to achieve organizational goals.

### **Functions of Organizational Culture**

According to Robbins (2011), several functions of organizational culture are:

1. Organizational culture functions as a differentiator from one organization to another.
2. Organizational culture brings identity to every member of the organization.
3. Organizational culture creates a commitment to something wider than one's individual interests.
4. Organizational culture is a social bond that can help unify the organization by shaping employee behavior.
5. Organizational culture serves as a control to shape attitudes and behavior in employees.

### **Work motivation**

Work motivation is the desire that arises in every individual because he feels inspired, encouraged, and driven to be able to carry out activities or work with a sincere, happy and earnest feeling so that the results arising from these activities get good and quality results. Afandi, (2018).

### **Factors Affecting Work Motivation**

According to Sutrisno (2019), motivation is a psychological process in a person that is influenced by various factors.

#### **1) Internal factors**

Internal factors that can affect work motivation in employees are

1. The desire to live,  
In order to survive a person must work. The desire to live consists of the need for compensation for work, regular employment, and a safe and comfortable environment.
2. The desire to be able to have  
The desire to be able to have it can encourage someone to work.
3. Desire to earn awards  
Someone wants to work because of the desire to be recognized and respected by others.
4. Desire for recognition  
Such as rewards for achievement, good working relationships, wise leadership, the company where they work is recognized by the community.
5. desire for power,  
The desire to be in power or to have a position drives someone to work.

## 2) External Factors

External factors that can affect motivation are.

1. working environment conditions,  
The environment around employees can affect the implementation of work.
2. adequate compensation,  
Motivation is important for companies to be able to encourage employees to work better.
3. good supervision,  
Provide direction, work guidance for employees so they can work well without making mistakes.
4. job guarantee,  
Long-term career guarantees for the future such as promotions, severance pay, etc.
5. status and responsibilities,  
Someone who has worked for a long time in a stable position will become more motivated when given responsibility in the form of higher status and responsibility, of course accompanied by more rights.
6. flexible Regulation,  
Rules that are clear and firm but remain flexible, then someone will comply with these rules more easily so as to ensure that the work goes well and creates motivation to continue doing it.

## **Employee performance**

Employee performance is the result of employee work which can be assessed in terms of quality, quantity, working time and teamwork to achieve the goals set by the organization (Sutrisno, 2019)

## **Factors Affecting Employee Performance**

Mangkunegara (2017) reveals that there are two main factors that can affect employee performance, namely:

1. Ability Factor  
Psychologically ability (ability) consists of potential ability (IQ) and reality ability (knowledge and skill). Therefore employees must be placed in jobs or positions that match their expertise.
2. Motivation Factor (Motivation)  
Motivation is formed from the attitude (attitude) of employees when facing work situations. Motivation is a condition that encourages employees to achieve work goals in accordance with applicable agreements. Motivation is encouragement from leaders and employees when facing problems at work and looking for solutions together so that these problems can be resolved

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## **METHOD**

This research is a type of qualitative research with a literature review method. The literature method is a research method that analyzes previous article studies with relevant topics or issues. The sources of the articles analyzed were obtained from national and international journal publications with relevant research topics/review results from 2018 - 2023. This was done by researchers to provide a range of sources for analysis of journal results reviewed. The research topic in this journal focuses on organizational culture, job satisfaction, and work motivation on employee performance. Implementation of the review process is based on several research results on organizational culture, job satisfaction, and work motivation on employee performance.

## **RESULTS AND DISCUSSION**

Based on previous research studies related to organizational culture on employee performance, reviewed by (Hidayat, 2019) there is a positive and significant influence of organizational culture on job satisfaction; (Prasetyo, 2014) organizational culture has a significant effect on work ethic; (Pallawagau, 2020) there is a positive influence of organizational culture on employee performance; (Ratri, 2022) the results of this study are consistent with research (Zulham in Lako, 2004) which states that organizational culture has an effect on improving employee performance; (Nofriyanti and Kuswanto, 2019) the magnitude of the simultaneous influence of organizational culture on employee performance; (Artha et al 2022) organizational culture has a positive and significant effect on employee performance; (Setiawan and Sawitri, 2019) organizational culture has a significant effect on job satisfaction; (Nikita et al, 2020) organizational culture has a simultaneous effect on employee performance; (Sutoro, 2020) organizational culture simultaneously influences employee performance; (Diyah et al 2021) there is a significant influence of organizational culture on employee job satisfaction; (Nurhasannah et al 2022) organizational culture has a positive and significant impact on job satisfaction; (Tiwi et al 2021) organizational culture influences employee performance; (Maria et al 2023) organizational culture influences employee performance; (Asniwati et al 2023) organizational culture influences employee performance; (Euis et al 2020) organizational culture has a significant effect; (Muliartini, 2019) organizational culture has a significant effect;

Based on previous research studies related to job satisfaction on employee performance, reviewed by (Yusri et al 2019) job satisfaction has a positive effect on employee performance; (Suryadi and Karyono, 2022) job satisfaction has a positive and significant effect on employee performance; (Setiawan and Sawitri, 2019) job satisfaction has a positive effect on employee performance; (Nadhiroh, 2019) job satisfaction has a positive effect on employee performance; (Auni et al 2023) job satisfaction has a positive effect on employee performance; (Asniwati et al 2023) job satisfaction has a positive effect on employee performance; (Muliartini, 2019) there is a significant contribution to job satisfaction; (Siluh et al 2019) job satisfaction has a positive contribution to employee performance; and (Wijaya,

Based on previous research studies related to work motivation on employee performance, reviewed by (Hidayat, 2019) there is a positive influence between work motivation on employee performance; (Pallawagau, 2020) there is a positive effect of work motivation on employee performance; (Maria et al 2023) there is a positive effect of work motivation on employee performance; (Nadhiroh, 2019) work motivation has a direct effect on employee performance; (Auni et al 2023) work motivation has a positive effect on employee performance; (Wijaya, 2021) there is a significant contribution between work motivation on employee performance.

Based on research studies as mentioned earlier, the results of this study are consistent with research (Zulham in Lako 2004) which states that organizational culture influences employee performance improvement. The most important thing that needs to be considered by leaders is the organizational culture model that should be built to encourage employee performance. According to (Rivai, 2014) stated "Performance is real behavior displayed by everyone as work performance that has been produced by employees according to their role in the company".

Performance indicators are things that can be calculated and measured. The performance indicators according to (Mangkunegara, 2016), namely:

1. Quality of Work
2. Working Quantity
3. Reliability or not
4. Attitude

Job satisfaction can be known through three aspects. First, job satisfaction is the result of a worker's response to the environmental conditions of his work. Second, job satisfaction is determined through work results or performance. Third, job satisfaction with other attitudes is owned by every worker (Luthans 1995:241). Handoko (Edy Sutrisno, 2019) states that job satisfaction is an emotional condition that guarantees employees' pleasure or displeasure when they view their work. Job satisfaction is mentioned as the feelings of employees towards their work and the things they face in the work environment. This study can conclude that employees who are satisfied with their work will provide positive performance.

Motivation is very closely related to performance. The importance of the motivation of company managers to respond to the desires of employees. Managers not only supervise employees but their homes and surroundings so that the company gets what motivates employees to work. (Usman, 2019). (Hasibuan 2007: 143) which states that "Work motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to cooperate, work effectively, and integrate with all their efforts to achieve satisfaction". Employee performance motivation will not always be in good condition, therefore efforts are needed to increase work motivation when employee motivation decreases.

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Future research is expected to expand the scope of research on organizational culture, job satisfaction, work motivation on employee performance in companies, especially by comparing more from different companies. In

Indonesia, there are quite a lot of organizational culture, job satisfaction, work motivation on employee performance and studied by several methods, so that for future research it is suggested to use mixed methods (mix-methods).

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