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Organizational Performance Determination: Analysis of Organizational Culture, Leadership Style, Information Technology and Competence

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Abstract: The purpose of this literature study is to develop a hypothesis regarding the influence between variables that can later be used for further research in the field of human resource management. The literature review research article on determining organizational performance: analysis of organizational culture, leadership style, information technology and competence is a scientific literature article in the field of human resource management. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use a literature study or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research relevant to this research and is sourced from academic online media such as Thomson Reuters, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. The results of this literature review article are: 1) Organizational Culture affects Organizational Performance; 2) Leadership Style affects Organizational Performance; 3) Information Technology affects Organizational Performance; and 4) Competence affects Organizational Performance.

Keywords: Organizational Performance, Organizational Culture, Leadership Style, Information Technology, Competency

INTRODUCTION

In measuring the economy of a country and saying that the economy is good, it can be seen from the performance of organizations operating in that country. Good countries tend to have companies or organizations that perform well in terms of income, sales, finance and company management (Ali & Saputra, 2023). This is because the state has the authority to regulate or make regulations related to the running of the company's business, thus affecting the organization's performance (Widodo, 2021).

Organizational performance is the main indicator of an organization's ability to achieve its goals and objectives (Susanto, Sawitri, et al., 2024). In an increasingly competitive business environment, understanding the factors that influence organizational performance is crucial. Research shows that organizational performance is not only influenced by physical and

financial resources, but also by factors such as organizational culture, leadership style, information technology, and employee competence (F. Saputra et al., 2023). Organizational culture can shape employee behavior and attitudes in carrying out their duties, which ultimately affects organizational productivity and effectiveness (Widodo, 2017).

One of the major challenges faced by many organizations in Indonesia is how to create a conducive work environment to improve performance (Mahaputra & Saputra, 2021). According to Susanto & Rony, (2023), only about 18% of employees in Indonesia feel actively involved in their work. This shows a significant gap between expectations and reality in many organizations. Therefore, it is important to better understand the factors that can influence organizational performance, including how organizational culture and leadership style can shape employee motivation and engagement (Susanto, Maharani, et al., 2023).

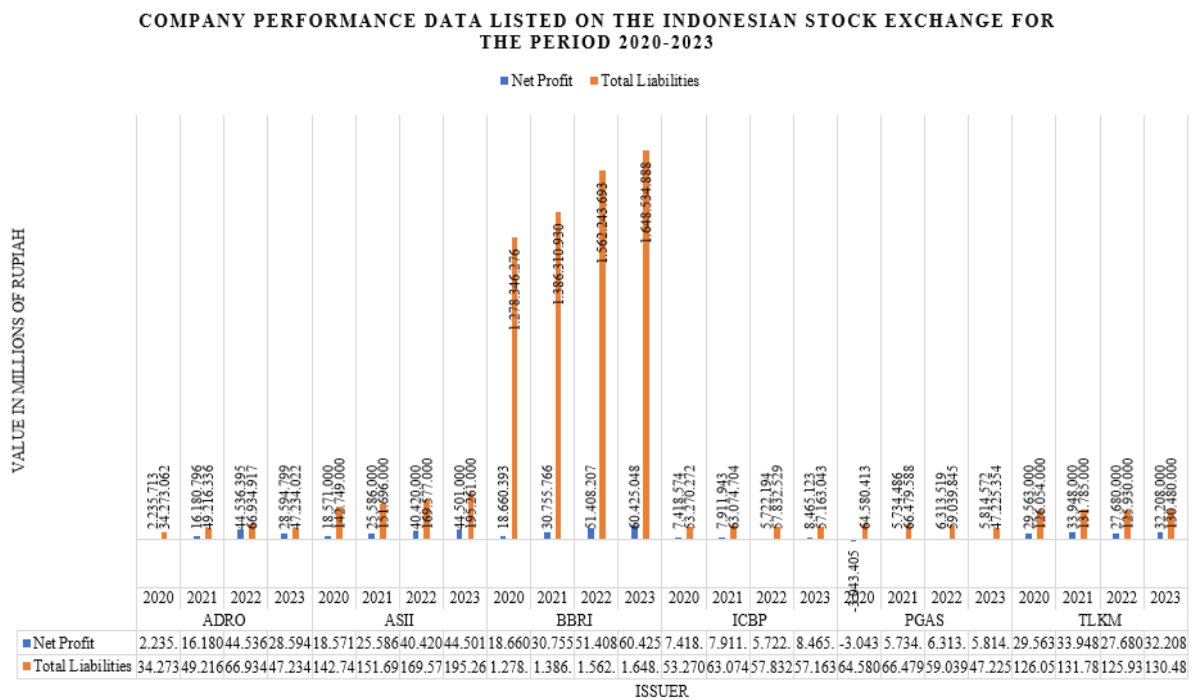


Figure 1. Performance Data of LQ-45 Companies Listed on the IDX for the Period 2020-2023

Source: Indonesia Stock Exchange, 2024

Figure 1 shows the performance data of companies included in the LQ-45 index listed on the Indonesia Stock Exchange (IDX) during the 2020-2023 period. This data includes two main indicators, namely net profit and total debt owned by these companies. From the graph presented, it can be seen that the total liabilities of almost all companies in the LQ-45 index exceed the net profit they earned during the period.

In 2020, most companies had relatively low net profits compared to their total liabilities. This is most likely influenced by the impact of the COVID-19 pandemic that has hit the world, including Indonesia, causing a decline in business activity and income. Although some companies managed to post a net profit, the amount was still much smaller than their total debt. This trend continued in 2021, where despite an increase in net profit for some companies, their total debt remained higher.

In 2022, there was an increase in net profit in several companies, but their total debt remained significant. This shows that even though these companies managed to increase their revenue and operational efficiency, the debt burden they bore was still quite high. 2023 showed the same pattern, where the total debt of LQ-45 companies still exceeded their net profit.

This phenomenon indicates that companies in the LQ-45 index have high financial leverage, where they rely on debt to finance operations and business expansion. Although the use of debt can be an effective strategy for growth, it also has financial risks, especially if net income is insufficient to cover debt service. Overall, these data suggest that LQ-45 companies need to pay attention to their debt management and look for ways to increase their net income to reduce their dependence on debt and improve their long-term financial stability.

In this context, it is important to conduct a thorough analysis of the factors that influence organizational performance, especially in the context of organizational culture, leadership style, information technology, and skills. By better understanding the relationship between these factors, organizations can develop more effective strategies to improve their performance in the future. This study aims to provide deeper insights into these dynamics and how organizations can use this information to achieve sustainable competitive advantage (Hamdan et al., 2023).

In short, organizational performance is the result of a complex interaction between various internal and external factors. By understanding and analyzing organizational culture, leadership style, information technology, and competence, organizations can identify areas for improvement and develop more effective strategies to achieve their goals. This research is expected to make a significant contribution to the development of organizational management theory and practice in Indonesia.

Problem Formulation

Based on the background of the problem above, the following problem formulations are obtained to be used as hypotheses for further research: 1) Does Organizational Culture affect Organizational Performance?; 2) Does Leadership Style affect Organizational Performance?; 3) Does Information Technology affect Organizational Performance?; and 4) Does Competency affect Organizational Performance?.

METHOD

This study uses a qualitative-positivist method. This method was chosen because it is basically for developing theories or finding new relevant theories. The theory construction used is multiparadigmatic, which consists of knowledge (as raw material), scientific machinery (printing equipment) and science/theory (as products). The purpose of this positivist paradigm is also to explain and predict.

The data used in this study comes from previous research related to organizational performance, organizational culture, leadership style, information technology and competence. The researcher will analyze existing literature to identify patterns and trends in organizational performance, organizational culture, leadership style, information technology, and competence. By using previous research, the researcher can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence organizational performance (Susanto, Arini, et al., 2024).

This study uses data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of various sources also allows researchers to gain a more comprehensive understanding of organizational performance from various perspectives (Sugiyono, 2022).

RESULTS AND DISCUSSION

Results

The following are the research findings, taking into account the context and problem formulation:

Organizational Performance

Organizational performance is the overall result achieved by an organization in its efforts to achieve predetermined goals. Organizational performance includes effectiveness, efficiency, service quality, customer satisfaction, innovation, and social responsibility. This performance can be measured by indicators such as the achievement of financial goals, employee productivity, stakeholder satisfaction, and success in implementing planned strategies. A high-performing organization is able to adapt to market changes, maintain customer satisfaction, and continuously improve internal processes to be more effective and efficient (Susanto, Simarmata, et al., 2024).

The indicators or dimensions contained in the Organizational Performance variable include: 1) Effectiveness: Effectiveness measures the extent to which an organization succeeds in achieving its stated goals. An effective organization is able to execute its strategy and achieve results in accordance with its planned objectives; 2) Efficiency: focuses on the optimal use of resources. An efficient organization is able to achieve maximum results with minimum cost, time, and energy; 3) Quality of Service: refers to the organization's ability to provide products or services that meet customer expectations, which ultimately increases public trust; and 4) Innovation: reflects the organization's ability to generate new ideas, improve work processes, or develop superior products and services (Mahaputra & Saputra, 2024).

The Organizational Performance Variable is relevant to previous research that has been studied by: (R. Saputra et al., 2023), (Widodo et al., 2017), (Silitonga et al., 2017).

Organizational Culture

Organizational culture is a set of values, beliefs, norms, and behaviors that develop within an organization and guide its members in their interactions and work. Organizational culture plays an important role in shaping the work environment, communication style, and decision making. A strong culture can increase employee loyalty, create a sense of belonging, and support the achievement of organizational goals. For example, a culture of innovation encourages employees to be creative, while a culture of discipline emphasizes adherence to procedures (Ali et al., 2022).

The indicators or dimensions contained in the Organizational Culture variable include: 1) Innovation and risk-taking: Organizations with a culture of innovation encourage employees to be creative, try new ideas, and take measured risks; 2) Results orientation: emphasizes achieving organizational goals by focusing on quality end results; 3) Teamwork: emphasizes teamwork, encouraging employees to work together, share ideas, and support each other to achieve common goals; and 4) Stability: Organizations with a stable culture emphasize clear rules, procedures, and work structures to create an orderly and consistent work environment (Putri et al., 2023).

The Organizational Culture Variable is relevant to previous research that has been studied by: (F. Saputra et al., 2024), (Susanto, Sawitri, et al., 2023), (Sawitri & Hendayana, 2024).

Leadership Style

Leadership style refers to the way a leader influences, motivates, and directs team members to achieve common goals. Leadership styles can be authoritarian, democratic, participative, or transformational, depending on the approach used to make decisions and distribute responsibilities. Effective leaders are able to adapt their leadership style to the

situation and the needs of the team to improve organizational performance (Sudiantini & Saputra, 2022).

The indicators or dimensions contained in the Leadership Style variable include: 1) Transformational style: Focuses on inspiring, motivating, and empowering employees to develop and innovate; 2) Transactional style: Leaders with this style emphasize clear rewards and punishments according to employee performance; 3) Democratic style: This style involves employees in the decision-making process, creating a participative work environment; and 4) Autocratic Style: Leaders with this style tend to give firm instructions, control decisions, and demand complete obedience from their subordinates (Widodo & Maghfuriyah, 2024).

The Leadership Style Variable is relevant to previous research that has been studied by: (Pitri et al., 2022), (F. Saputra & Ali, 2021), (Yassir Araffat et al., 2020).

Information Technology

Information technology is the use of hardware, software, communication networks, and information systems to manage, store, and distribute data. Information technology plays an important role in supporting business processes, improving operational efficiency, and facilitating data-driven decision making. The right use of technology enables organizations to innovate, expand markets, and increase competitiveness (Maisharoh & Ali, 2022).

The indicators or dimensions contained in the Information Technology variable include: 1) System Quality: Reflects the reliability, speed, and ease of use of the applications or software that support the organization's operations; 2) Information Quality: Information generated by the technology system must be accurate, relevant, and trustworthy to support effective decision making; 3) Technical Support: Good technical support ensures that users can quickly overcome system limitations with the help of a professional IT team; and 4) Data Security: Focuses on protecting the organization's critical information from being misused or hacked by irresponsible parties (Ali et al., 2024).

The Information Technology variable is relevant to previous research that has been studied by: (Lawu & Ali, 2022), (Permadi et al., 2020), (Putri Primawanti & Ali, 2022).

Competency

Competency is a combination of knowledge, skills, and attitudes that an individual possesses to effectively perform specific tasks or responsibilities. Competency includes both technical (hard skills) and social (soft skills) abilities that are relevant to job requirements. People with high competence tend to be more productive, adapt to change, and contribute more to the organization (Gunawan et al., 2022).

The indicators or dimensions contained in the Competency variable include: 1) Knowledge: includes an understanding of theories, concepts, and insights relevant to one's field of work; 2) Skills: includes practical abilities that support the performance of tasks, such as communication, leadership, and the use of technology; 3) Attitude: reflects positive individual behaviors, such as discipline, hard work, responsibility, and the ability to work in a team; and 4) Experience: demonstrates one's level of expertise and understanding gained through direct work practice over a period of time (Zulkifli et al., 2022).

The Competency Variable is relevant to previous research that has been studied by: (Dewi & Fitrio, 2022), (Rony & Aryanto, 2020), (Alfarizi, 2021).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Widyastuti et al., 2024)	-The Green Innovation Variable affects Company Performance -The Organizational Culture Variable affects Company Performance	This article has similarities in researching the Organizational Culture variable in its independent variable, and researching the Company Performance variable in its dependent variable	Another difference is that the Green Innovation variable is included as another independent variable.
2	(Arfandi & Kasran, 2023)	- The Work-Life Balance variable affects company performance - The Leadership Style variable affects company performance	This article has similarities in researching the Leadership Style variable in the independent variable, and researching the Company Performance variable in the dependent variable.	Another difference is that the Work Life Balance variable is included as another independent variable.
3	(Erawati, 2023)	-The Information Technology Variable affects Company Performance in the Regional Apparatus Work Unit of Gunungkidul Regency -The Internal Control Variable affects Company Performance in the Regional Apparatus Work Unit of Gunungkidul Regency -The Organizational Commitment Variable affects Company Performance in the Regional Apparatus Work Unit of Gunungkidul Regency	This article has similarities in researching the Information Technology variable in its independent variable, and researching the Company Performance variable in its dependent variable	Another difference is that there is an Internal Control and Organizational Commitment variable as another independent variable.
4	(Darmaileny et al., 2022)	-The Governance Variable affects the Organizational Performance of the Village-Owned Enterprises (BUMDESA) in the Regency of West Tanjung Jabung -The Competency Variable affects the Organizational Performance of the Village-Owned Enterprises (BUMDESA) in the Regency of West Tanjung Jabung	This article has in common the examination of the Competency variable in its independent variable, and the examination of the Organizational Performance variable in its dependent variable.	Another difference is that the Governance variable is included as another independent variable.

Discussion

Based on the problem formulation, previous research and literature review above, the discussion in this study is as follows:

1. The Effect of Organizational Culture on Organizational Performance

Based on a review of the literature and relevant previous research, it is stated that organizational culture affects organizational performance.

To influence organizational performance through organizational culture, what companies or organizations must do is: 1) Innovation and risk-taking: companies must create a work environment that supports employees to innovate and dare to take measured risks; 2) Results orientation: This can be achieved by setting clear performance standards, rewarding outstanding achievements, and conducting regular performance evaluations to ensure that all elements of the organization are moving in accordance with established goals; 3) Teamwork: Encouraging a strong culture of cooperation can increase synergy between individuals in the organization; and 4) Stability: This allows employees to work in a focused and optimal manner without unnecessary distractions.

If a company or organization can implement Innovation and Risk Taking, Results Orientation, Teamwork, and Stability, it will have an impact on Organizational Performance which includes: 1) Effectiveness: Organizations will be more effective in achieving strategic goals because they have a well-organized work system, optimally managed resources, and constantly evolving innovation; 2) Efficiency: The implementation of a results-oriented work culture and effective collaboration will minimize waste of resources so that operational processes become more efficient; 3) Service Quality: By emphasizing innovation and solid teamwork, organizations can improve the quality of products and services that suit customer needs, thus creating higher customer satisfaction and loyalty; and 4) Innovation: A culture that supports creativity and risk-taking will encourage the emergence of new ideas relevant to market needs, enabling the company to deliver innovations that strengthen its position in a competitive industry.

The results of this study are in line with previous research conducted by (Agustin, 2020), (Widyastuti et al., 2024), (Hafidz & Noviyati, 2022), which states that there is a correlation between organizational culture and organizational performance.

2. The Effect of Leadership Style on Organizational Performance

Based on a review of the literature and previous relevant research, it is stated that leadership style affects organizational performance.

To influence organizational performance through leadership style, what companies or organizations must do are: 1) Transformational style: focuses on providing vision, motivation, and inspiration to employees so that they exceed expectations; 2) Transactional style: emphasizes rewards and punishments based on performance achievements. Leaders who apply this style ensure that each employee clearly understands their duties and responsibilities; 3) Democratic Style: Leaders who adopt this style tend to open up discussion, listen to input, and involve team members in determining strategy; and 4) Autocratic Style: emphasizes the leader's full control in decision making and strict enforcement of work discipline.

If a company or organization can apply Transformational Style, Transactional Style, Democratic Style, and Autocratic Style, it will have an impact on Organizational Performance which includes: 1) Effectiveness: The right leadership style can improve an organization's ability to achieve goals and objectives in a directed and measurable manner. Effective leaders ensure that resources are used optimally to achieve the desired results; 2) Efficiency: With a good leadership style, organizations can improve operational efficiency through better resource management, waste reduction, and increased productivity. Efficient leaders ensure that processes and systems run smoothly and effectively; 3) Service Quality: Leaders who focus on customer satisfaction and service quality will create a customer-oriented organizational culture; and 4) Innovation: Innovative leaders create an environment that encourages new ideas and supports the development of better products, services, or processes.

The results of this study are in line with previous research conducted by (Nurdianah & Ali, 2023), (Arfandi & Kasran, 2023), (Hidayat et al., 2024), which states that there is an influence between Leadership Style and Organizational Performance.

3. The Effect of Information Technology on Organizational Performance

Based on a review of the literature and relevant previous research, it is stated that Information Technology has an effect on Organizational Performance.

To influence Organizational Performance through Information Technology, what a company or organization must do is: 1) System Quality: good quality includes ease of use, reliability, and speed in accessing data and information, thus helping employees complete tasks more effectively; 2) Information Quality: includes accuracy, relevance, and timeliness of data delivery that supports better decision making; 3) Technical Support: optimal support ensures that any system disruptions can be handled quickly, minimizing operational downtime; and 4) Data Security: plays an important role in protecting important organizational information from the risk of leakage or cyber attacks, which contributes to operational stability.

If a company or organization can implement System Quality, Information Quality, Technical Support and Data Security, it will have an impact on Organizational Performance which includes: 1) Effectiveness: where work processes become more targeted in accordance with organizational objectives; 2) Efficiency: increases because time and resources can be utilized optimally; 3) Service Quality: The application of good technology also supports the improvement of service quality, where customers feel a better experience thanks to fast responses and accurate information; and 4) Innovation: reliable technology encourages innovation, enabling companies to create new solutions, superior products, or more modern working methods to support the organization's competitiveness.

The results of this study are in line with previous research conducted by (Rohmat & Indaryani, 2023) and (Erawati, 2023), which states that there is an influence between Information Technology and Organizational Performance.

4. The Effect of Competency on Organizational Performance

Based on a review of the literature and relevant previous research, it is stated that Competence affects Organizational Performance.

To influence Organizational Performance through Competence, what companies or organizations must do is: 1) Knowledge: includes a deep understanding of the work area, operational procedures, and business strategies that enable employees to make appropriate and effective decisions; 2) Skills: relate to the technical and practical abilities that support employees in carrying out tasks professionally and according to established standards; 3) Attitude: includes positive behaviors such as responsibility, teamwork, and commitment to achieving organizational goals; and 4) Experience: is an important factor because experienced employees tend to be more skilled at facing challenges, solving problems, and innovating.

If a company or organization can apply Knowledge, Skills, Attitudes and Experience, it will have an impact on Organizational Performance which includes: 1) Effectiveness: where the achievement of organizational targets becomes more optimal thanks to a competent workforce; 2) Efficiency: will increase because employees can complete tasks faster and more precisely, so that resources can be used to maximum effect; 3) Service Quality: will occur because knowledgeable and skilled employees are able to provide better service to customers; and 4) Innovation: the application of good competence encourages the emergence of innovation, where employees are able to create new ideas and creative solutions to support the development of the organization.

The results of this study are in line with previous research conducted by (Darmaileny et al., 2022), (Salman et al., 2020), (Mikalef et al., 2023), which states that there is an influence between Competence and Organizational Performance.

Conceptual Framework

The conceptual framework is determined based on the problem formulation, research objectives, and previous research relevant to the subject of this literature review:

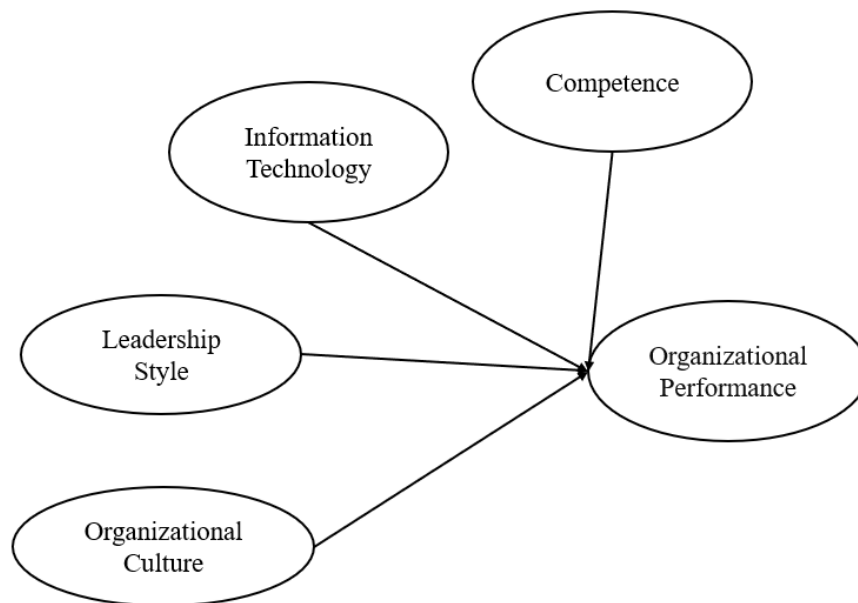


Figure 2. Conceptual Framework

Based on Figure 2 above, Organizational Culture, Leadership Style, Information Technology and Competence have an effect on Organizational Performance. However, in addition to the variables of Organizational Culture, Leadership Style, Information Technology and Competence that influence Organizational Performance, there are other variables that influence it, including:

- 1) Innovation: (Wang et al., 2021), (Eucharistia & Rachmawati, 2023), (Widyastuti et al., 2024).
- 2) Communication: (Fauzi et al., 2022), (Musheke & Phiri, 2021), (Kalogiannidis, 2020).
- 3) POAC: (F. Saputra & Ali, 2022), (Adila & Wibowo, 2022), (Rimbano et al., 2023).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusion of this study is:

1. Organizational Culture affects Organizational Performance;
2. Leadership Style affects Organizational Performance;
3. Information Technology affects Organizational Performance;
4. Competence affects Organizational Performance.

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