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The Influence of Rewards, Organizational Culture and Work Motivation on Employee Performance

Syaiful Fadhilah Hamdani¹, Hapzi Ali²

¹Student of Faculty of Economics, Universitas Terbuka, email: syaifulfadhilah43@gmail.com

²Faculty of Economics Lecturer, Universitas Terbuka, email: hapzi.ali@gmail.com

Corresponding author: Syaiful Fadhilah Hamdani¹

Abstract: The Influence of Rewards, Organizational Culture and Work Motivation on Employee Performance is a scientific article on literature studies within the scope of the field of Human Resources Management. The purpose of this article is to formulate a hypothesis regarding the relationship between variables that will be the focus of future research. Research data and information will be obtained from sources on online platforms such as Google Scholar, Mendeley, and other online academic sources. The research method used is library research sourced from e-books and open access electronic journals. Qualitative descriptive analysis. The results of this article: 1) Awards influence employee performance; 2) Organizational culture influences employee performance; and 3) Work Motivation influences employee performance.

Keyword: Employee Performance, Rewards, Organizational Culture, Work Motivation

INTRODUCTION

Background of the problem.

Employee performance is an important factor in the success of an organization. The ability of employees to achieve organizational goals and provide the best results is a key factor in achieving the company's vision and mission. According to (Rivaldo, 2022) performance is the way a person carries out an action or job that produces an idea or product in order to achieve the goals set by the company or organization. To make employee performance good, motivation is needed at work.

Work motivation is an important factor in achieving optimal employee performance. In the competitive business world, successful organizations are those that are able to motivate their employees to achieve the best results. Work motivation not only increases employee productivity, but also has a positive impact on the quality of work results, customer satisfaction and organizational growth. Meanwhile, according to (Robbins, 2015) Motivation is a process that describes the direction, intensity and persistence of an individual in his efforts to achieve goals.

Work motivation is an internal drive that encourages individuals to achieve goals, pursue success, and make maximum contributions to their work. Factors that can influence employee work motivation include recognition, awards, promotions, organizational culture, a supportive work environment, and career development opportunities. When employees feel motivated, they tend to be more enthusiastic, have a clear focus, and perform high.

Factors that can increase employee motivation at work are Reward and Organizational Culture. Awards are one of the efforts used by organizations to recognize and encourage high performing employees. These rewards can take the form of financial rewards, promotions, recognition, or other forms. Rewards that are given appropriately and well to employees can increase motivation to work better and achieve maximum work results. Apart from that, organizational culture also has a significant role in shaping employee behavior. Organizational culture reflects the values, beliefs, assumptions, and norms adhered to by the organization. A strong and positive culture can create an environment where employees feel motivated to work well and contribute optimally.

From the background explained above, the aim of writing this article is to build a hypothesis for further research, namely to formulate: 1) The Effect of Rewards on Employee Performance; 2) The Influence of Organizational Culture on Employee Performance; and 3) The Effect of Work Motivation on Employee Performance;

METHOD

This Literature Review article writing method is a process used to compile, review, and analyze relevant literature on a particular research topic or problem. The main purpose of a literature review is to collect and synthesize previously conducted research to understand the current state of knowledge on the topic. Using descriptive qualitative methods and library research. Data sources were obtained through online platforms such as Google Scholar, Mendeley, and other online academic sources.

In qualitative research, literature reviews must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions asked by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory in nature (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

Results

Based on the background, objectives and methods, the results of this article are as follows:

Employee performance

Employee performance, whether in producing goods, services or organizational performance, is usually evaluated based on the appearance and results obtained. This evaluation reflects employees' understanding of their work. The better the quality and quantity of work results, the better the performance. (Fauzi, 2020). Meanwhile, the opinion of (Gani, 2009) is that employee performance is the output of the employee's or employee's work for the company where he works as an employee.

According to I Gede Putu K (2020, p. 255) performance is determined by several factors, namely there are three determining factors in performance, namely: motivation, ability and opportunity. Indicators of employee performance are the results of work or quantity and quality achieved by someone with the aim of improving the quality of employee work (Rezeki, 2022). The following researchers who researched employee performance include (Antika, 2021), (Djunaedi, 2018), and (Adha, 2019).

Reward

Reward are a form of appreciation given by an organization/company to someone, both in non-material and material form, to increase their motivation and achievement in achieving organizational goals (Pramono, 2017). Meanwhile, according to (Anggono, 2021) Awards are employee rights given by the organization for the work achieved by each employee, in order to encourage or motivate them to maintain and improve the performance that has been achieved for the workload given within a certain period of time. Reward indicators are: Salary, Intensive/Bonus, Allowances, and Interpersonal Awards (Setyowati, 2021).

The following researchers who researched Awards include (Ferdinand, 2021), (Prabu, 2016), and (Warna, 2020).

Organizational culture

Organizational culture is a series of values, assumptions, beliefs and norms that exist in an organization, which are accepted by its members as a guide in behavior and solving problems related to the organization. (Sutrisno, 2010). According to (Busro, 2018) Organizational Culture is a shared view held by members of an organization as a framework of values adhered to by them. This value framework influences the actions and behavior of each member of the organization, so that the values or meanings that exist are able to differentiate the organization from others.

Organizational Culture Indicators include: Ability to innovate while considering risks, paying in-depth attention to every problem, focusing on achieving results, paying attention to the interests of all employees, being enthusiastic about work, and maintaining job stability (Sulaksono, 2015).

The following researchers who researched Organizational Culture include (Arianty, 2014), (Indrianna, 2019) and (Trang, 2013).

Work motivation

Work motivation is one of the factors that can inspire or encourage individuals or groups to work with enthusiasm in order to achieve certain goals. (Septiawan, 2020). Sendang according to (Syarif, 2022) Work motivation is a process where the urge of needs makes a person take actions that lead to certain goals, while influencing various existing needs, including organizational goals.

Factors that can influence work motivation are internal factors (Education, Age, Personal Hopes and Desires, Job Satisfaction, and Needs) and external factors (Work Environment, Compensation, Rewards, Organizational Culture) (Ibrahim, 2023). There are 5 dimensions of work motivation proposed by Maslow in (Robbins, 2015), namely: Security Needs, Physiological Needs, Social Needs, Self-Actualization Needs, and Esteem Needs.

The following researchers who researched work motivation include (Jufrizen, 2021), (Harahap, 2019), and (Tanjung, 2015).

Results of Review of Relevant Articles

In order to formulate research hypotheses, this article reviews relevant articles, with the aim of reviewing previous research findings, as well as comparing similarities and differences with the research plan to be carried out, as presented in Table 1 below.

Table 1: Relevant Research Results

No	Author and Year	Previous Research	Similarities With This Research	Differences With This Research	H
1	(Astuti, 2018)	Providing rewards and punishments has a positive and significant impact on employee performance.	Giving awards affects employee performance.	Punishment affects employee performance.	H1
2	(Dewiyani, 2023)	Providing rewards and working environment conditions have a positive and significant impact on employee performance.	Giving awards affects employee performance.	Work environment influences employee performance.	H1
3	(Muis, 2018)	Organizational culture and commitment to the organization have a positive and significant impact on employee performance.	Organizational culture influences employee performance.	Organizational Commitment influences employee performance.	H2
4	(Sarumaha, 2022)	Organizational culture and competence have a positive and significant impact on employee performance.	Organizational culture influences employee performance.	Competence influences employee performance.	H2
5	(Agusta, 2013)	Work Motivation and Training have a positive and significant impact on employee performance.	Work Motivation influences employee performance.	Training affects employee performance.	H3
6	(Adinda, 2023)	Work Motivation and Work Discipline have a positive and significant impact on employee performance.	Work Motivation influences employee performance.	Work Discipline affects employee performance.	H3

Discussion

By referring to the theoretical basis, the focus of this literature review article is to evaluate related articles, analyze the relationship between variables, and design concepts and research plans. Based on research findings, the focus of this article's discussion is evaluating relevant articles, analyzing the impact between variables, and designing research concepts and plans.

The Effect of Rewards on Employee Performance.

Awards are a form of recognition or respect given to someone or something as a result of extraordinary achievements, accomplishments or contributions. Awards are often used to reward and motivate individuals or groups who have performed well or made significant contributions. Awards can take the form of certificates, medals, trophies, monetary prizes, or written recognition, such as letters of appreciation.

Rewards principles or concepts are basic guidelines or rules that must be considered when giving awards to individuals or groups. These principles help ensure that awards are given in a fair, ethical and effective manner. There are several very important principles in giving awards to employees, namely: Justice, where organizations/companies must give awards to their employees fairly. Objectivity, in assessing employees to be awarded must be based on clear and objective criteria. Transparency, the selection process and criteria must be carried out transparently because it can help maintain the integrity of the award. Consistency, Consistency is very important, rewards must be applied consistently over a sustainable period of time. Goals, awards must have a clear and well-defined objective focus.

Awards can influence employee performance, if awards are given well then employee performance will be perceived as good and vice versa. That awards given well can be a motivation for employees to complete their work well, awards can also increase employee satisfaction at work because their work is appreciated by the company/organization so that it can improve their performance, besides that awards can make an employee loyal to company/organization so as to reduce the Turn Over level in the company, and of course it can increase maximum work results and can bring direct benefits to the company.

Factors that influence awards are Performance, Achievement, Award Objectives, Company Culture, Criteria, Assessment, Company Culture, Budget, Consistency, Legal Compliance, Organizational Goals.

To improve employee performance, an organization or company can pay attention to rewards for employees to improve a person's performance, so what management must do is design a transparent and sustainable reward system, which involves identifying clear goals and criteria, as well as creating a positive reward culture within the organization. . Management must also ensure that a variety of rewards, both financial and non-financial, are available to employees, and effective communication regarding reward programs must be carried out regularly. In addition, management needs to fairly assess employee performance based on real achievements, involve employees in program planning, and periodically evaluate its effectiveness.

Awards influence employee performance, this is in line with research conducted by: (Yani, 2021), (Herawati, 2022), and (Ernur, 2017).

The Influence of Organizational Culture on Employee Performance.

Organizational culture is a set of norms, values, beliefs, behaviors, and practices that form the unique characteristics of an organization. It includes how members of an organization interact, how decisions are made, and the norms and expectations that define the work environment. Organizational culture can be a very important aspect in shaping the identity and quality of a company. Organizational culture plays an important role in directing employee behavior and in creating an environment that supports or hinders the achievement of company goals.

The concept of Organizational Culture is the concept of organizational culture is an understanding of the elements, characteristics and dynamics that form culture in an organization. It includes various aspects of organizational culture that influence the way organizational members interact, work, and understand the values it upholds. The following are some of the main concepts in organizational culture: Values. This concept includes the core values adhered to by the organization, such as honesty, innovation, or customer service. These values and beliefs form the foundation of an organization's culture. Norms, in organizational culture, regulate the behavior of team members. This includes the ways of interaction, communication, and expectations that apply within the organization. Beliefs, organizational culture includes shared views about things such as the organization's vision and mission, long-term goals, and organizational identity. This belief can motivate and direct organizational members. Behavior: Organizational culture influences employee behavior, such as how they interact, communicate, resolve conflicts, and make decisions. Habits, organizational culture also includes habits that have become traditions in the organization.

Organizational culture can influence employee performance, if organizational culture is perceived well then employee performance will be perceived well too, and vice versa. This can be explained that when organizational culture is well perceived by employees, this reflects that employees feel comfortable, connected, and supported by the existing values, norms, and work environment. In this positive cultural context, employees tend to be more motivated, feel recognized, and committed to giving their best in their work. Employee perceptions of

organizational culture can be an important factor influencing their performance. An organizational culture that is supportive, positive, and in line with employee values tends to improve performance, while a culture that is inappropriate or unsupportive can hinder performance. Therefore, organizations often strive to build and maintain a positive and supportive culture to increase employee productivity and satisfaction.

Factors that influence Organizational Culture are Leaders and Management, Organizational History, Organizational Structure, Industry and External Environment, Owner Values and Beliefs, Workforce, Rituals and Traditions, HR Practice Policies, Crisis and Change, Technology and Work Tools.

Organizational culture plays a role in employee performance, this is in line with research conducted by: (Wardani, 2016), (Rosvita, 2017), and (Jamaluddin, 2017)

The Influence of Work Motivation on Employee Performance.

Work motivation is an internal drive or force that encourages a person to work optimally and achieve the goals that have been set. Motivation is an important factor in the world of work because it can influence employee behavior, productivity and performance. High work motivation often has a good impact on employee performance and organizational productivity. Therefore, wise management often tries to create a motivating work environment, provide appropriate incentives, and recognize employee achievements as a way to maintain and increase work motivation.

Work Motivation Principles are basic guidelines or concepts that can help organizations and managers in motivating employees to achieve goals and high performance. The following are several principles of work motivation: Understanding Individual Needs. Every employee has different needs, goals and values. This principle emphasizes the importance of understanding what is important to each employee, and trying to meet that individual's needs in the work environment. Recognition and Praise: Recognizing and praising employees for their achievements and contributions is an effective way to increase motivation. Giving Responsibility, Giving responsibility and autonomy to employees can provide an intrinsic drive to perform better. Measurable goals: Setting clear, measurable and achievable goals helps employees understand expectations and provides clear focus. Providing Constructive Feedback Providing regular and constructive feedback to employees helps them to understand how they can improve their performance. Appropriate incentives and rewards. Incentives and rewards that are appropriate to employee achievements are a way to motivate them. Work Environment: Creating a friendly and pleasant work environment can increase motivation. Applying these work motivation principles wisely can help create a work environment that supports, motivates and improves employee performance results.

Work motivation can influence employee performance, if work motivation is perceived well then employee performance will be perceived well too, and vice versa. This can be explained that strong and positive work motivation has a direct impact on employee performance. When work motivation is perceived well, employees tend to work harder, commit to achieving targets, and produce better results in their work.

Factors that can influence work motivation are incentives, rewards, clear goals, career development, providing feedback, a supportive work environment, responsibility, leadership and job satisfaction.

Work motivation plays a role in employee performance, this is in line with research conducted by: (Rozalia, 2015) (Gardjito, 2014), and (Theodora, 2015)

Research conceptual framework

By referring to the identified problems, discussions and relevant research, a conceptual framework was obtained as seen in Figure 1 below.

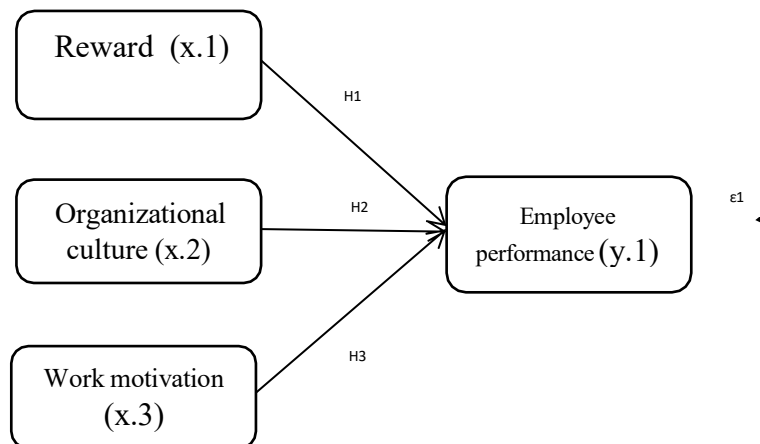


Figure 1: Conceptual Framework

Based on the conceptual image above, Rewards, Organizational Culture, and Work Motivation have an impact on Employee Performance. Apart from the three main variables that influence employee performance, there are many other factors that also have an influence, including:

- 1) Leadership: (Muizu, 2019), (Bahagia, 2018), dan (Sutanjar, 2019)
- 2) Competence: (Pramularso, 2018), (Ardiansyah, 2018), dan (Ataunur, 2015)
- 3) Work stress: (Wartono, 2017), (Christy, 2017), dan (Hartono, 2020)

CONCLUSION

Based on the objectives, results and discussion, the conclusion of this article is to formulate a hypothesis for further research, namely: 1) Awards influence employee performance; 2) Organizational culture influences employee performance. and 2) Work Motivation influences employee performance.

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