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The Influence of Organizational Culture, Knowledge Management and Financial Compensation on Employee Performance (Literature Review of Human Resource Management)

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Abstract In the face of increasingly fierce business competition along with the increasing progress of science and technology, it has an impact on changes in the business environment (companies and organizations). The changes that are happening right now are the result of globalization that has hit all countries in the world. To face business competition that is increasingly competitive, dynamic and difficult to predict, qualified human resources and experts in their fields are needed as well as a good management strategy within the company. The importance of integrating the company's vision and mission with human resource management in managing the business so that the company gets maximum profit and the company's business can continue to develop as good corporate governance. In the results of this literature review obtained regarding the factors that can affect the performance of employees in the company. These factors include: (1) Organizational Culture has an effect on Employee Performance (2) Knowledge Management has an effect on Employee Performance (3) Financial Compensation has an effect on Employee Performance.

Keywords: Employee Performance, Organizational Culture, Knowledge Management, Financial Compensation

INTRODUCTION

The company was founded to get maximum increase in value and profit for the prosperity of owners, shareholders and employees. To achieve the company's goals, optimal employee performance is needed in managing the company's business so that it can compete and develop in this globalization era as good corporate governance. In managing the company's business, qualified human resources and experts in their fields are needed. Employee performance is the result of the work of the task and responsibilities given by the company, so that quality and quantity output can be felt and shown by employees to companies with high loyalty.

This optimal employee performance is accompanied by a restructuring of organizational culture, knowledge management and financial compensation implemented by the company according to employee expectations. The high and low performance of employees in the company also depends on the role of the leaders in the company, good leadership is the key in management for the survival of the company. Awareness of company leaders to plan, allocate, provide direction, support regarding the duties and responsibilities of employees' work and good leaders can give appreciation to employees with financial compensation (both from non-financial, namely training and development in accordance with the employee's background field) in accordance with experience, education. and performance quality.

Formulation of the problem

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

1. Does Organizational Culture affects Employee Performance?
2. Does Knowledge Management affects Employee Performance?
3. Does Financial Compensation affects Employee Performance?

LITERATURE REVIEW

Employee Performance

Performance is an effort made from work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with norms and ethics (Prawirosentono in Husaini Usman, 2010). Performance is the result of work or work produced by each employee to assist the business entity in achieving and realizing the company's goals. Basicly the performance of a person is an individual thing because each employee has a different level of ability. A person's performance depends on a combination of ability, effort, and opportunities obtained (Dale, 1992). Performance has a very important meaning in a company to achieve big profits because it can make a big contribution to company profits. The better the performance of a person in the company, the more benefits the company will receive.

The company as an organization has a goal of making a profit. Organizations can operate because of activities or activities carried out by employees in the organization. The factors that affect employee performance, according to Prawirosentono (1999), are as follows: 1) Effectiveness and Efficiency In relation to organizational performance, the good or bad performance is measured by effectiveness and efficiency. Effective when achieving goals, and the effectiveness of these goals can be achieved in accordance with the planned needs; 2) Authority and Responsibilities In a good organization authority and responsibility have been properly delegated, without overlapping tasks. Each employee in the organization knows what is his right and responsibility in order to achieve organizational goals; 3) Discipline In general, discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Discipline is obedience and respect for agreements made between companies and employees; and 4) Initiative, someone's initiative is related to intellect, creativity in the form of ideas to plan something related to organizational goals. Every initiative should receive attention or a positive response from superiors (a good boss).

According to Bernardin and Russell (1993) there are 6 criteria for assessing employee performance, namely: 1) Quality, the degree to which the process or adjustment is in an ideal way in carrying out activities or fulfilling activities as expected; 2) Quantity, the amount generated is realized through the currency value, the number of units, or the number of activity cycles that have been completed; 3) Timeliness, the degree to which an activity has been completed in a shorter time than specified and maximizes the time available for other activities; 4) Cost Effectiveness, the degree to which the use of company resources in the form of human, financial and technology is maximized to obtain the highest results or reduce losses from each unit; 5) Need for Supervision, the degree to which an employee can do his job without asking for help or guidance from his superiors; and 6) Interpersonal Impact, the degree to which an employee feels confident, has good intentions, and cooperates among colleagues.

Lijan Poltak Sinambelan (2012) suggests that employee performance is defined as the employee's ability to work on certain skills. Employee performance is very necessary, because with this performance it will be known how far their ability is in carrying out the tasks assigned to them. For this reason, it is necessary to determine clear and measurable criteria or Key Performance Indicators, and to set them together to serve as a reference. Individual performance is defined as an individual's ability to do work with certain expertise.

Mangkunegara (2011) states that performance measurement can be measured by the following indicators: 1) The dimension of work quantity, namely the number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with organizational goals; 2) Dimensions of work quality, showing neatness, accuracy, relevance of work results regardless of the amount of workload. Good quality work can avoid error rates in completing work which can be beneficial for organizational progress; 3) The dimension of cooperation, shows the willingness of employees to be actively involved with other employees vertically and horizontally both inside and outside of work so that work results will be better; 4) The initiative dimension shows the initiative from within the members of the company to carry out work and overcome problems at work without waiting for orders from superiors or showing responsibility in work that is the obligation of an employee.

Discussion of employee performance has been extensively researched by previous researchers, including: (Dedek Kurniawan Gultom, 2014), (Maya et al., 2019), (Natalia et al., 2007).

Organizational Culture

Organizational culture is one of the opportunities to build human resources through aspects of changing attitudes and behavior that are expected to be able to adapt to ongoing and future challenges. Organizational culture is an invisible social force that can move people in an organization to carry out work activities (Laksmi Riani, 2011).

According to (Stoner and Gilbert, 2012) in principle an organizational culture or rules or guidelines that can be applied within a company to direct or set an example for employees in the company, so that it will make the company more structured, compared to if there is no organizational culture in it. Types of organizational culture according to Kreitner and Kinicki (2003), namely: 1) Constructive Culture: A constructive culture is one in which employees are encouraged to interact with others and carry out their assignments and projects in a way that helps them satisfy their need to grow and develop; 2) Defensive Passive Culture; 3) Defensive Aggresive Culture.

In the research conducted by Robbins (2008) regarding organizational culture, the following indicators and measurement instruments were used: 1) Innovation; 2) Attention; 3) Result Orientation; 4) Human Orientation; 5) Team Orientation; 6) Aggressiveness; and 7) Stability.

Discussion of organizational culture has been extensively researched by previous researchers, including: (Dedek Kurniawan Gultom, 2014), (Maya Kharisma et al., 2019), (Wita, et al. 2020).

Knowledge Management

Knowledge Management as a system that enables organizations to absorb the knowledge, experience and creativity of their staff to improve organizational performance. Knowledge management is a process that provides a way so that companies can recognize where key intellectual assets are located, capture the size of intellectual assets that are relevant to development (Davidson and Voss, 2002). Knowledge Transfer International defines knowledge management as a strategy that transforms an organization's intellectual assets, both recorded information and the talents of its members, into higher productivity, new values and increased competitiveness. Knowledge management teaches organizations from leadership to members how to generate and optimize skills as a collective entity.

The American Productivity and Quality Center defines knowledge management as a strategy and process of identifying, capturing and leveraging knowledge to increase competitiveness. Knowledge management is more related to matters of sharing knowledge to increase competitiveness. Knowledge management has more to do with sharing knowledge, not for knowledge's sake, but rather a means of finding ways to enable organizational members to run their businesses faster, better and more cost efficiently.

Tannebum (1998) provides four definitions of Knowledge Management, namely: 1) Knowledge management includes collecting, compiling, storing and accessing information to build knowledge, the proper use of information technology, such as computers that can support knowledge management, but this information technology is not knowledge management; 2) Knowledge management includes knowledge sharing. Without knowledge sharing, knowledge management efforts will fail; 3) Management is related to knowledge of people. At one time, organizations need competent people to understand and use information effectively. Organizations are related to individuals to innovate and guide the organization; 4) Knowledge management is related to increasing organizational effectiveness. Knowledge management can contribute to organizational vitality and success.

There are two types of knowledge management implementation, namely: 1) Tacit Knowledge; and 2) Explicit Knowledge. Discussion of knowledge management performance has been extensively researched by previous researchers, including: (Fauzan et al., 2019), (Indra, 2016), (Navik, 2017), (Sri et al., 2007), (Yunita, 2016).

Financial Compensation

Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company (Hasibuan, 2006). Handoko (2001) suggests that compensation is important for employees and individuals because the amount of compensation reflects the size of the value of their work among the employees themselves, their families and the community.

According to Simamora (2006) in general, the components of compensation can be divided into direct compensation and indirect compensation. Direct financial compensation consists of pay received by a person in the form of salary, wages and bonuses. Indirect financial compensation, which is called allowance, includes all financial rewards that are not included in direct compensation. Non-financial compensation consists of job satisfaction obtained by someone from the work itself or from the psychological environment in which that person works. This type of non-financial compensation includes the satisfaction derived from performing significant work-related duties.

Compensation in an organization must be regulated in such a way that it is a good system within the organization (Simamora, 2006). The company provides compensation in the hope that there will be a sense of reciprocity from the employee to work with good performance. Hasibuan (2006) states that properly implemented compensation will provide work motivation for employees.

Discussion of financial compensation has been extensively researched by previous researchers, including: (Harits, 2013), (Mita et al., 2016), (Mutholib, 2019), (Shinta et al., 2016), (Slamet, 2011).

Table 1: Relevant Previous Research

No	Author (Year)	Previous Research Results	Similarities with This Article	Difference with This Article
1	Ari (2020)	The Influence of Organizational Culture and Knowledge Management on Employee Performance (at PT.Telkom)	The Influence of Organizational Culture and Knowledge Management on Employee Performance	Effect of Financial Compensation on Employee performance
2	Dedek (2014)	The Influence of Corporate Organizational Culture and Motivation on Employee Performance (at PT. PGN)	The Influence of Organizational Culture on Employee Performance	The Influence of Knowledge Management and Financial Compensation on Employee Performance
3	Wita (2020)	Implementation of Organizational Culture on Employee Performance Improvement (in CV.Design)	The Influence of Organizational Culture on Employee Performance	The Influence of Knowledge Management and Financial Compensation on Employee Performance
4	Fauzan (2019)	The Effect of Knowledge Management on Employee Performance (at Makasar religious education and training office)	The Effect of Knowledge Management on Employee Performance	The Influence of Organizational Culture and Financial Compensation on Employee Performance
5	Indra (2016)	The Influence of the Application of Knowledge Management and Human Resource Development on Employee Performance (at PT.Telkom)	The Effect of Knowledge Management on Employee Performance	The Influence of Organizational Culture and Financial Compensation on Performance Employee
6	Yunita (2016)	The Influence of Knowledge Management, Skill and Attitude on Employee Performance (at Bank SulutGO)	The Effect of Knowledge Management on Employee Performance	The Influence of Organizational Culture and Financial Compensation on Performance Employee
7	Haritsyah (2013)	The Effect of Financial Compensation on Job Satisfaction and Employee Motivation (at PT.Graha Raja Empat)	Effect of Financial Compensation on Employee Performance	The Influence of Organizational Culture and Knowledge Management on Employee Performance
8	Mita (2016)	Effect of Direct Financial Compensation, Indirect Financial Compensation and Non-Financial Compensation on Employee Performance (at PT.Telkom)	Effect of Financial Compensation on Employee Performance	The Influence of Organizational Culture and Knowledge Management on Employee Performance
9	Shinta (2016)	Effect of Financial Compensation on Employee Performance with Work Motivation (at PT.Citra)	Effect of Financial Compensation on Employee Performance	The Influence of Organizational Culture and Knowledge Management on Employee Performance

RESEARCH METHODS

The method of writing this Literature Review article is the Qualitative Descriptive method and Library Research, sourced from the Google Scholar online application, Mendeley and other online academic applications. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that it is exploratory in nature, (Ali, H., & Limakrisna, 2013).

DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article is:

1. Influence of Organizational Culture on Employee Performance

Organizational culture in companies is usually associated with values, norms, attitudes and work ethics that are shared by each component of the organization, this element becomes the basis for monitoring employee behavior, the way they think, work together, and interact with their employees. If the organizational culture is good, it will be able to improve employee performance and will be able to contribute success to employees (Dedek, 2014).

Organizational culture is an important thing that must be possessed by employees to respond to a challenge or change that can occur at any time in the company, so that employees continue to have good performance in carrying out the tasks assigned by the company and continue to maintain the behavior and attitudes of employees so that they are in accordance with standards or standards. prevailing norms. When a problem occurs in the work environment, organizational culture can be used as an option to deal with this problem with various alternatives for how to deal with it (Wita, 2020).

Discussion of Organizational Culture influences Employee Performance, this has been proven by research conducted by, namely:

2. Influence of Knowledge Management on Employee Performance

In its application, Knowledge Management has many benefits for companies. In fact, not a few companies that utilize Knowledge Management as a basic centralization of the company. The benefits of Knowledge Management include reducing the loss of intellectual capital when someone leaves the organization, reducing costs by repeating total expenses when the organization is solving problems, minimizing redundancy in knowledge-related activities, making improvements in order to increase productivity quickly and easily, increasing employee satisfaction by means of personal development and employee empowerment, drive competitive in the market strategy. By utilizing knowledge, organizations can be more effective in utilizing very limited resources. Without Knowledge, the organization or company will be threatened with failure. The existence of company Knowledge Management can further improve skills when taking learning from the surrounding environment. In addition, Knowledge Management is very important for the continuity of a company's business processes (Eka and Hapzi Ali, 2022).

Discussion of Knowledge Management has an effect on Employee Performance, this has been proven by research conducted by, namely: (Fauzan et al., 2019), (Indra, 2016), (Navik, 2017), (Saputra et al., 2023), (Sri et al., 2007), (Yunita, 2016).

3. Influence of Finansial Compensation on Employee Performance

Employees are the main asset and capital for every company. As assets and capital, employees need to be managed in order to remain productive. However, managing employees is not easy, because they have different thoughts, feelings, statuses, desires and backgrounds. Therefore companies must be able to encourage them to remain productive in carrying out their respective jobs, namely by providing something that creates satisfaction and motivation in employees, one of which is through providing appropriate financial compensation (Haritsyah, 2013).

Financial compensation is compensation that is considered by many employees in choosing a job. Compensation is very important for employees. Employees carry out various activities within the company to produce something that aims to make ends meet. A provision of compensation both financial and non-financial to employees is an important factor in being able to attract, maintain and retain a workforce for the benefit of the company (Haritsyah, 2013). Realizing high employee performance can be done in various ways such as giving incentives or bonuses, creating a conducive atmosphere and strengthening relations between employees by holding fundays, appreciating employee performance by giving rewards because all of these things will greatly affect the performance of employees in the company. Shinta, 2016).

Discussion of Financial Compensation has an effect on Employee Performance, this has been proven by research conducted by, namely: (Harits, 2013), (Mita et al., 2016), (Mutholib, 2019), (Shinta et al., 2016), (Slamets, 2011), (Sudiantini & Saputra, 2022).

Conceptual Framework

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

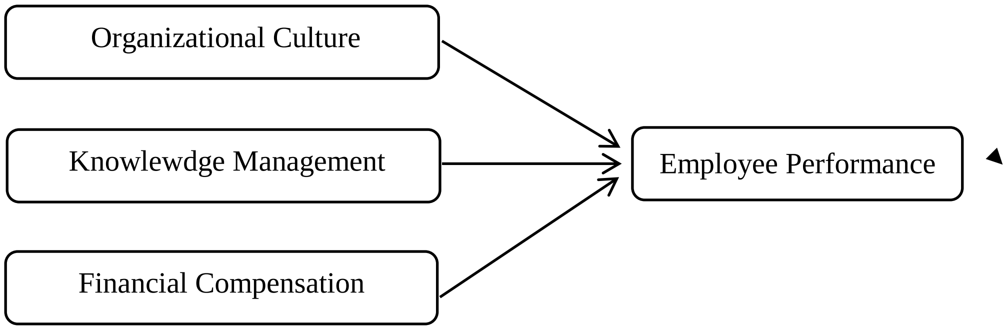

Figure 1: Conceptual Framework

Based on the conceptual framework picture above, then: Organizational Culture, Knowledge Management, Financial Compensation affect Employee Performance. Apart from these three exogenous variables that affect employee performance, there are many other variables that influence them, including:

a) Leadership Style: (Hairiyah & Ali, 2017), (Ali, 2019), (Sulistiorini & Ali, 2017), (Ilhamalimy & Ali, 2021), (D. A. Setyadi & Ali, 2017), (Octavia & Ali, 2017), (Larasetiati & Ali, 2019), (Fahmi & Ali, 2022), (Hernikasari et al., 2022), (Wahono & Ali, 2021).
b) Human Resource Training and Development: (Ali et al., 2016), (Iryani et al., 2021), (Hasyim & Ali, 2022), (Kholisoh & Ali, 2020), (Fauzi & Ali, 2021), (Ali et al., 2022), (Suleman et al., 2020), (Maisharoh & Ali, 2020), (A. Setyadi et al., 2017).
c) Work Motivation: (Paijan & Ali, 2017), (Putri Primawanti & Ali, 2022), (Mukhtar et al., 2016), (Lathiifa & Ali, 2013), (Putra & Ali, 2022), (Sari & Ali, 2022).
d) Job Stress: (Kasman & Ali, 2022), (Ismail et al., 2022), (Mukhtar et al., 2017), (Djamaluddin, S., Rahmawati, D., & Ali, 2017), (Chong & Ali, 2022), (Chong & Ali,

2021), (BAstAri, A., & Ali, 2020), (Suharyono & Ali, 2015), (Widayati et al., 2019), (Putra et al., 2021), (Arif Musthofa & Ali, 2021).

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the theory, relevant articles and discussion, hypotheses can be formulated for further research:

1. Organizational Culture affects Employee Performance.
2. Knowledge Management affects Employee Performance.
3. Financial Compensation affects Employee Performance.

Recommendation

Based on the conclusions above, the suggestion for the next author is that there are many other factors that affect employee performance, apart from Organizational Culture, Knowledge Management and Financial Compensation, therefore further studies are still needed to look for these other factors. Other factors that influence employee performance apart from the three variables examined in this article are Leadership Style, Training & Development of Human Resources, Work Motivation, Job Stress and Job Satisfaction.

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