



Systematic literature review on optimizing organizational culture and competencies in improving employee performance

Nur Hidayah Selviyanti¹, Mochammad Isa Anshori², Nurita Andriani³

^{1,2,3}Magister Management, Trunojoyo University Madura, Indonesia

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ABSTRACT

The purpose of this study is to describe the relationship between organizational culture and competence to employee performance and to develop an optimal employee performance improvement model. Low employee performance is caused by low organizational commitment, namely employees do not obey all the rules set in the organization, ignore the commitment to always be part of the organization and do not pay serious attention to maintaining the success that has been achieved. Research using the SLR approach in journals published from 2020 to 2023. Solutions to overcome the optimization of organizational culture and human resource competencies, namely; 1) Carry out recruitment, selection and placement of human resources correctly according to their job desks or skills or skills in accordance with the initial to final stages, namely starting from Administrative Selection, Interview tests, Written tests, Physicotes, Follow-up interviews with the Director, Medical tests 2) Paying close attention when recruiting employees must be truly competent both in terms of theoretical or practical. 3) Increase the role of universities to provide competent human resources and be supported by the government as a policy maker. 4) Improve the competence of human resources by increasing their theoretical and practical aspects.

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Corresponding Author:

Nur Hidayah Selviyanti,
Magister Of Management,
Trunojoyo University Madura,
Jl. Raya Telang, Perumahan Telang Indah, Telang, Kec. Kamal, Kabupaten Bangkalan, Jawa Timur 69162,
Indonesia
Email: nurhidayahselviyanti@gmail.com

INTRODUCTION

The rapid development of organizations in the era of globalization makes competition in an organization more intense. Human resources have an important role in today's business competition. Companies are said that with good human resources they will be able to compete with other companies. Human resources need to be managed professionally to create a balance between employee needs, demands and capabilities of the company's organization, as well as the importance of quality human resources for the company's progress (Mappamiring et al., 2020).

Performance is the achievement of work that exceeds the set target (Kotler, 2007). Low employee performance is caused by low organizational commitment, namely employees do not obey all the rules set in the organization, ignore the commitment to always be part of the organization and do not pay serious attention to maintaining the success that has been achieved. According to Mangkunegara (Mangkunegara, 2000) employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties with the responsibilities given to him.

Organizational culture is the basic philosophy of the organization which consists of shared beliefs, norms, and values as the main characteristics for carrying out organizational tasks (Maryani et al., 2020). A strong culture shows a high belief system and shared attitudes that develop and guide behavior for organizational members. This kind of determination will build cohesiveness, loyalty, and organizational commitment. To achieve success, performance factors play an important role in shaping and developing organizational culture so as to support the creation of employee commitment. Companies are expected to have values that reflect employee attitudes and behavior at work. Organizational culture is an anticipation of organizational commitment. Highly committed employees will be seriously involved in work, loyal, and always think positively about the organization. Empirical evidence shows that organizational culture has a positive and significant effect on organizational commitment and individual performance (Farisi, 2022; Manetje & Maphari, 2009; Marbawi et al., 2018; Muhajirin et al., 2023).

In addition to organizational culture, the competence of employees is also important to note so that the work performed by employees runs optimally so that company goals can be achieved. The gap between workers and the increasing demands of work encourages workers to improve their professionalism in the fields of knowledge, skills, and work attitudes (Kuhuparuw & Ferdinandus, 2014). The difference between employees in terms of education levels that are not stratified, indicates a problem in the quality of human resources in employees who are classified as low (Wulandari, Tri Rahayu dan Sriathi, 2014). This means that based on knowledge, employees are still dominated by employees with bachelor's degrees so that these employees are considered not to have sufficient knowledge to do their jobs. Skills are considered necessary to be improved through training programs so that they have high work abilities. Competent human resources are built on the substance of knowledge, skills, experience, work attitudes and mastery of skills. High competence is used to improve organizational commitment and individual performance. Empirical evidence shows that competence has a positive and significant effect on commitment and performance (Aryani et al., 2021; Nabila et al., 2019; Permana et al., 2021; Rantesalu et al., 2016). Although empirical evidence of these factors has been shown to be influential, further research is needed to gain a deeper understanding of the interrelationship between organizational culture, competencies in the Indonesian business context. This literature review will involve analyzing related research that has been conducted previously to identify relevant findings, conclusions and recommendations in this area.

With a better understanding of the factors that contribute to improving employee performance through organizational culture and competence, it is expected that companies can design effective strategies to support the sustainability of the manufacturing industry. This research can also contribute to the thinking and understanding in this area and provide valuable insights for decision makers and practitioners in the manufacturing industry. Therefore, this study was conducted to provide a better understanding of the literature on organizational culture, competencies and employee performance, especially regarding the drivers and consequences as part of the development of organizational research. This study aims to develop a research model that can be used to develop research models related to strategic management.

RESEARCH METHOD

Review Method

This research uses Library Research with a Systematic Literature Review (SLR) approach where the data source comes from indexed journal literature that already has an International Standard Serial Number (ISSN) which has been published via the internet with the E-ISSN code. Data retrieval is obtained from internet browsing from google scholar with the site address <https://scholar.google.co.id/> and <https://sinta.kemdikbud.go.id/> journals, this is done because google scholar and sinta journals are the most popular site addresses in retrieving journals. The data population of this study is a journal with a focus on optimizing organizational culture and competence on employee performance in Indonesia, there are 16 indexed journals from various journal publishers or publishers. In conducting this research, we used bibliometric data analysis.

Systematic Literature Review (SLR) is the process of identifying, assessing and interpreting all available research evidence with the aim of providing answers to specific research questions (Haidarravy & Anshori, 2023). This technique is carried out with the help of <https://www.connectedpapers.com/> which aims to map and visualize the relationship between one topic and another so that reference research can be carried out in more depth and easier. However, not all previous studies can be used as references in this research. There are several criteria that must be met, which are as follows: (a) Previous research is a research article; (b) Previous research is sourced from scientific journals; 3. Previous research was published in 2020-2023; (c) Previous research consists of at least 20 scientific articles with the help of Google Scholar and Mendeley databases; (d) Previous research with the same keywords is organizational culture, competence and employee performance.

Object of Research

This research is a study on optimizing organizational culture and competence on employee performance, while the subject of this research is employees in Indonesia.

Data Collection Steps

Data collection steps starting from observations obtained through the source <https://scholar.google.co.id/>: 1) visit the site <https://scholar.google.co.id/>; 2) enter the keyword "Government Policy" in the search form; 3) in the filter by Year select Range, selecting 2020-2023 to determine the source year in finding issues of organizational culture and competence. After clicking the filter, the title, year of publication and author name will be displayed.

Data Collection Technique

Data collection in this study uses literature study, which is a technique for obtaining information from written or softcopy texts such as books related to organizational culture, competence, employee performance, web browsing, and journals regarding variables and problems related to this research.

Research Question

The Research Question is the topic of interest as listed in Table 1.

Search Strategy

The search strategy or process in the Systematic Literature Review (SLR) carried out consists of several activities, namely selecting digital libraries, defining search strings, conducting searches, refining search strings and retrieving the main list of digital libraries that match the search string (Latifah & Ritonga, 2020). The search string uses the following keywords: "Organizational culture, Competence, and Employee Performance".

The search process must meet the specific requirements of each database. The database is searched by title, keywords, and abstract. The search was limited by the year of publication, which is the last 4 years of the writing of this research, from 2020 to 2023. Two types of publications namely journal papers and conference proceedings were included.

Study Selection

Inclusion and exclusion criteria were used to select primary studies, these criteria are listed in Table 2.

Table 1. Research Question on Literature Review

ID	Research Question	Motivation
RQ1	Which journal is the most significant journal optimizing organizational culture and competence on employee performance?	Identification of the most significant journal in the field of optimizing organizational culture and competence on employee performance at Indonesia. Indonesia
RQ2	Who are the most active and influential researchers in optimizing organizational culture and competence on employee performance?	Identify the most active and influential researchers in optimizing organizational culture and competencies on employee performance.
RQ3	What are the topics and problems found by researchers in optimizing organizational culture and competence on employee performance?	Identify topics and research problems about optimizing organizational culture and competence on employee performance.
RQ4	What methods are most often used for research on optimizing organizational culture and competencies on employee performance?	Identify the methods most often used in research on optimizing organizational culture and competence on employee performance.
RQ5	What method performs best when used for research on optimizing organizational culture and competencies on employee performance?	Identify the best method in research on optimizing organizational culture and competence on employee performance.
RQ6	What is the purpose of optimizing organizational culture and competence on employee performance?	Identify the purpose of optimizing organizational culture and competence on employee performance.
RQ7	What framework is proposed for optimizing organizational culture and competencies on employee performance?	Identify what framework is proposed for optimizing organizational culture and competencies on employee performance.

Table 2. Inclusion and Exclusion

Inclusion Criteria	Studies in academics, employee performance using large and small scale data
	Studies that discuss and compare the optimization of organizational culture and competence on employee performance for studies that have conference references, thesis results, thesis, dissertations and journals, only the ISSN indexed journal version will be included. Data used from 2020-2023
Exclusion Criteria	For the same publications and studies only the most complete and recent ones will be included Studies without strong validation
	Studies not written in other than Bahasa Indonesia and English

Data Extraction

The selected primary studies were extracted after which data was collected that most contributed to answering the questions related to this study. The data extraction form was designed to collect the data obtained from the primary studies needed to answer the research questions. Properties were then identified through the research question and the analysis conducted by the researcher. Four properties were used to answer the research questions shown in Table 3. Data extraction was performed iteratively.

Table 3. Data Extraction Properties Mapped to Research Questions

Property	Research Question
Identification and publication	RQ1, RQ2
Research topics and issues	RQ3

Optimization methods of organizational culture and competence on employee performance	RQ4, RQ5
The purpose of optimizing organizational culture and competence on employee performance	RQ6
Framework for optimizing organizational culture and competencies on employee performance in Indonesia	RQ7

Study Quality Assessment and Data Synthesis

Assessment of study quality can be used to guide in the interpretation of synthesized findings as well as to determine the strength of the conclusions outlined. The purpose of data synthesis is to aggregate evidence from selected studies to answer a research question, a single piece of evidence can have little evidential power, but aggregating many of them can make a stronger point. The data to be extracted in this review includes both quantitative and qualitative data. Various strategies were used to synthesize the extracted data with the various research questions. These generally took the form of narrative synthesis methods. Data were tabulated in a manner consistent with the questions. Several visualization tools, such as bar charts, pie charts, and tables were used to improve the presentation of the distribution of prediction methods for optimizing organizational culture and competencies on employee performance in Indonesia.

RESULTS AND DISCUSSIONS

Organizational Culture

In studies related to organizational culture, Chatman and O'Reilly emphasize the importance of understanding how organizational culture affects individual and group behavior in organizations (Chatman, Jennifer A. dan O'Reilly, 2016). This is relevant to this study, as it highlights the relationship between organizational culture and employee performance. In addition, this research also pays attention to how the characteristics of organizational culture, that organizational culture affects employee behavior and ultimately creates an impact on company performance. Gelfand, Erez, and Aycan suggest that organizational culture influences the way individuals interact in organizations and how they evaluate situations and make decisions (Gelfand et al., 2007). In the context of this study, the relationship between organizational culture and employee performance in Indonesia can be understood through the way individuals and groups adapt to the existing culture. Furthermore, Goffee and Jones emphasize that a strong and positive organizational culture tends to increase employee motivation and commitment, which in turn can improve overall company performance (Permana et al., 2021).

Competence

The increase in skills possessed by employees is reflected in their ability, speed, proficiency at work and tenacity in completing their work according to what they are charged with. The thing that is the focus in developing employee competence is to provide policies for each employee to develop themselves through education and self-development covering the field of proficiency in the construction field so that it can make it easier for employees to complete their work (Rantesalu et al., 2016).

Employee Performance

Employees who work have abilities that can be seen from four sides in the form of knowledge, skills, expertise and attitude. In general, the educational background of employees varies from master's education to the equivalent of high school. To improve the competence of workers, employees are given the opportunity to take part in trainings held outside the office and sometimes the company also provides training, seminars and provides opportunities to go to school for employees who want to develop themselves, so that existing competencies are able to

meet the demands in the world of work which in turn are able to create performance improvements (Permana et al., 2021).

RQ1: Significant Journal Publications

Based on the Systematic Literature Review (SLR), there are 16 journals that analyze the optimization of organizational culture and competencies on employee performance in Indonesia. There are many journals that discuss the optimization of organizational culture and competencies on employee performance but inclusion cannot be included in this study for several reasons.

Table 4. Significant Journal Publications

No.	Publisher Name (Publication)	Category and Year
1.	Jwm (Journal of Management Insights)	Sinta 3, (2022)
2.	Krisnadwipayana Journal of Business Management	Sinta 5, (2023)
3.	Al Maal: Journal of Islamic Economics and Banking	e-ISSN 2580 - 3816 (2020)
4.	Journal of Business Managerial	e-ISSN 2597-503X (2021)
5.	MASTER: Journal of Entrepreneurial Strategic Management	e-ISSN 2723-701X (2021)
6.	Journal of Accounting, Management and Economics (JAMANE)	e-ISSN 2829-8462 (2022)
7.	Jmm Unram - Master of Management Journal	e-ISSN: 2656-5862 (2020)
8.	YUME: Journal of Management	e-ISSN: 2614-851X (2022)
9.	Journal of Applied Management Studies (JAMMS)	2023
10.	Journal of Nobel Master of Management Indonesia	2020
11.	Journal of Economics Management Information Systems	e-ISSN 2686-4916 (2021)
12.	Indonesian Journal of Management and Business	e-ISSN 2460-9471 (2020)
13.	Journal of Management Science	2022
14.	Journal of Education Management and Social Sciences	e-ISSN 2716-3768 (2022)
15.	ELPEI Management Online Journal	2022
16.	JBMA: Journal of Business Management and Accounting	ISSN 2252-5483 (2023)

RQ2: Active and Influential Researcher

The primary studies that have been selected are further processed based on good and very active researchers in the optimization of organizational culture and competencies on employee performance in Indonesia, which can be identified in Figure 1. The data shows that the first and other researchers are not the most active and also influential because all researchers only examine one journal paper regarding the optimization of organizational culture and competencies on employee performance in Indonesia.

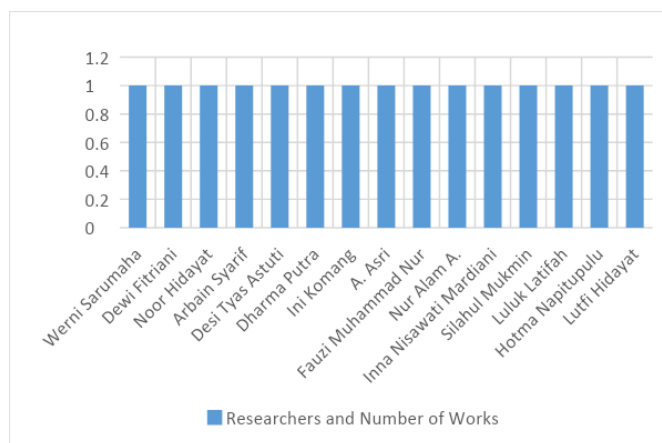


Figure 1. Researchers and the number of their works

RQ3: Research Topics and Issues

Research on optimizing organizational culture and competencies on employee performance in Indonesia is a significant research topic on optimizing organizational culture and competencies on employee performance in Indonesia, in detail in Table 5. Analysis of the selected primary studies states that this research focuses on 5 topics, namely: (1) identifying the optimization of organizational culture and competence towards employee performance in Indonesia; (2) finding the most problems faced by companies in the optimization of organizational culture and competence towards employee performance in Indonesia; (3) finding the causes of problems in the optimization of organizational culture and competence towards employee performance in Indonesia; (4) choosing the answer solution to the problem of optimizing organizational culture and competence towards employee performance in Indonesia; (5) concluding the best and most complete answer solution from all research on optimizing organizational culture and competence towards employee performance in Indonesia.

Table 5. Research Topics, Methods, Results

No.	Researcher	Topic	Methods	Research results
1.	Lutfi Hidayat, Hari Sulistyono and Devi Erlita (L. Hidayat et al., 2022)	The Influence of Competence and Organizational Culture on the Work Productivity of the Navy Supply Office	Quantitative	In the field of Competence, Navy Supplies Service Personnel must have the knowledge to get the job done well. In the field of organizational culture, the Navy Supplies Service personnel must be able to be part of achieving the expected goals of the organization where they work. In the field of work productivity, the Navy Supplies Service personnel must be able to achieve the best quality as a result of their work duties. Improving organizational culture and work environment can improve the performance of employees of PT Bank Tabungan Negara (Persero) Tbk Bekasi Branch.
2.	Hotma Napitupulu (Napitupulu, 2023)	The Effect of Organizational Culture and Work Environment on Employee Performance Pt BTN Tbk Bekasi Branch	Quantitative	Improving organizational culture can encourage the performance of employees of PT Bank Tabungan Negara (Persero) Tbk Bekasi Branch. Improving the work environment can encourage the performance of employees of PT Bank Tabungan Negara (Persero) Tbk Bekasi Branch.
3.	Luluk Latifah and Iskandar Ritonga (Latifah & Ritonga, 2020)	Systematic Literature Review (SLR): Competence of Human Resources for the Development of Islamic Banking in Indonesia	Systematic literature review on journals that have been published from 2016 to 2020	The competence of human resources in Indonesia is still low both at the level of quality and quantity and the competence of the theoretical and practical order has not been able to balance the movement of Islamic banking that has existed in Indonesia since 1992. The low competence of human resources has led to the weak performance of Islamic banking.

4.	Silahul Mukmin and Indra Prasetyo (Mukmin & Prasetyo, 2021)	The Effect of Leadership Style and Organizational Culture on Employee Performance Through Employee Job Satisfaction as an Intervening Variable	Quantitative	Leadership style and organizational culture have a positive effect on employee performance through job satisfaction with job satisfaction being an intervening variable between organizational culture and employee performance because the value of the indirect effect is greater than the direct effect.
5.	Inna Nisawati Mardiani and Yon Darwis Sepdiana (Inna Nisawati Mardiani & Yon Darwis Sepdiana, 2021)	The Effect of Leadership Style and Organizational Culture on Employee Performance	Quantitative	The results showed that the leadership style variable had no significant effect on employee performance, and organizational culture had a significant positive effect on the performance of PT Asno Horie Indonesia employees.
6.	Werni Sarumaha (Sarumaha, 2022)	The Effect of Organizational Culture and Competence on Employee Performance	Quantitative which is associative in nature	The influence of Leadership Style and Organizational Culture has a positive and significant effect on employee performance at the Telukdalam Sub-District Office, South Nias Regency. Organizational culture has a positive and significant effect on employee performance at the Bima Regency Agriculture and Plantation Office.
7.	Fauzi M. Nur SP, Siti Nurmawanti, and Sri Tatminingsih (Nur et al., 2020)	The Influence of Organizational Culture, Work Environment and Competence on Employee Performance of the Agriculture and Plantation Service of Bima Regency	Quantitative	The work environment has a positive and significant effect on employee performance at the Bima Regency Agriculture and Plantation Office. Competence has a positive and very significant effect on employee performance at the Bima Regency Agriculture and Plantation Office.
8.	Asri and Andi Ummul Khair (Asri & Khair, 2022)	The Effect of Organizational Culture and Competence on Employee Performance	Quantitative	Organizational culture and competence have a positive effect on employee performance Competence has a positive and significant effect on employee performance at PT Gapura Angkasa Denpasar Branch;
9.	Ni Komang Mia Widiastini, Putu Yudy Wijaya, and I Gede Aryana Mahayasa (Komang et al., 2023)	The Effect of Competence and Organizational Culture on Employee Performance (Study on PT. Gapura Angkasa Denpasar Branch)	Quantitative	Organizational culture has a positive and significant effect on employee performance at PT Gapura Angkasa Denpasar Branch; Competence and organizational culture simultaneously have a positive and significant effect on employee performance at PT Gapura Angkasa Denpasar Branch.
10.	Dharma Putra, Muhammad Idris, and	The Effect of Competence, Work Motivation and	Quantitative	The results showed that there is a positive and significant effect of competence, work motivation,

	Maryadi (Putra et al., 2020)	Organizational Culture on Employee Performance at the Polewali Mandar Regency Transportation Office		work culture partially on employee performance at the Polewali Mandar Regency Transportation Office, there is a positive and significant effect of competence, work motivation, work culture simultaneously (together) on employee performance at the Polewali Mandar Regency Transportation Office, and the most dominant competency variable affects employee performance at the Polewali Mandar Regency Transportation Office.
11	Desi Tya Astuti (Tya Astuti, 2021)	Employee Performance Model: Leadership, Organizational Culture and Competencies (A Strategic Management Concept Approach) Analysis of the Influence of Leadership,	Quantitative	Leadership, organizational culture and competence influence to employee performance.
12	Arbain Sharif (Syarif, 2020)	Organizational Culture and Competence on Employee Performance CPU PHM Production Team The Effect of Organizational Culture and Competence on	Quantitative	leadership, organizational culture and competence both individually and together have an influence on employee performance, with a joint effective contribution from the three variables of $R^2 = 0.495$
13	Noor Hidayat (N. Hidayat, 2022)	Employee Performance with Motivation Mediation at the Regional Revenue Service Unit Office (UPPD).	Quantitative	Organizational culture and competence affect employee performance and can mediate motivation with case studies at the Regional Revenue Service Unit (UPPD) office.
14	Dewi Fitriani, John E. H. J. FoEh and Henny A. Manafe (Fitriani et al., 2022)	The Effect of Competence, Motivation, and Organizational Culture on Employee Performance Through Job Satisfaction as an Intervening Variable (Literature Review of Human Resource Management)	Literature Review of Human Resource Management	Competency has a positive and crucial impact on Employee Performance Motivation has a positive and crucial impact on Employee Performance Organizational culture has a positive and crucial impact on employee performance. Competence has a positive and crucial impact on Job Satisfaction Motivation has a positive and crucial impact on Job Satisfaction Organizational Culture has a positive and crucial impact on Job Satisfaction Competence, Motivation, and Organizational Culture simultaneously have a positive and crucial impact on Employee Performance. Competence, Motivation, Organizational Culture have a simultaneous positive and crucial

15	Nur Alam A., A Rum Tajang, and Ansar Taufik (A et al., 2022)	The Effect of Organizational Culture and Competence on Employee Performance at the Daya Urban Village Office in Makassar City	Quantitative	impact on Job Satisfaction. The results showed that Organizational Culture and Competence had a positive and significant effect on employee performance. Organizational Culture variable dominantly affects employee performance at the Makassar Daya Urban Village Office.
16	Agnes Oktavia Anshori and Dyah Pikanthi Diwanti (Agnes Oktavia & Dyah Pikanthi, 2023)	The Effect of Organizational Culture and Competence of the Spencer And Spencer Concept on Employee Performance (Case Study of Employees of Pegadaian Syariah Yogyakarta Region)	Quantitative	Organizational culture, motives, traits, self-concept, knowledge, and skills simultaneously have a significant effect on the performance of employees of Pegadaian Syariah Yogyakarta Region.

In the first topic, namely identifying the problems of organizational culture and competence on employee performance in Indonesia, Lutfi Hidayat, Hari Sulistyono and Devi Erlita (2022) highlighted competence and organizational culture as two different variables where competence is an internal factor and organizational culture as an external factor that affects personnel performance and ultimately has an impact on the work productivity of the Navy Supplies Office personnel, Luluk Latifah and Iskandar Ritonga (2020) discussed strategies to improve the competence of human resources in Islamic banking, Silahul Mukmin and Indra Prasetyo (2021) review the influence of leadership style and organizational culture on job satisfaction in improving employee performance, Werni Sarumaha (2022) examines the factors that cause declining employee performance, Agnes Oktavia Anshori and Dyah Pikanthi Diwanti (2023) examine the influence of organizational culture and competencies that most dominantly affect employee performance at Pegadaian Syariah Yogyakarta Region, and the analysis of factors that affect job satisfaction seen from employee performance researched by Dewi Fitriani, and Henny A. Manafe (2022).

The second topic discussion about the most problems faced in optimizing organizational culture and competence on employee performance in Indonesia is low organizational commitment, namely employees do not obey all the rules set in the organization, ignore the commitment to always be part of the organization and do not pay serious attention to maintaining the success that has been achieved. Komang and Asri in his research stated that human resources that are not supported by the ability, and motivation of employees are the most significant problems in making employee performance ineffective.

The third topic Finding the causes of the problem of optimizing organizational culture and competence on employee performance in Indonesia is about the effectiveness of increasing the percentage of work that is not completed according to the predetermined target is not effective. Recruitment, selection and placement of employees are not in accordance with their job descriptions because they are still based on company decisions. The low role of existing stakeholders, namely the role of natural universities in providing the right curriculum. Competency aspects that are not yet qualified both in terms of theoretical and practical aspects (Latifah & Ritonga, 2020).

The fourth topic chooses a solution to the problem of optimizing organizational culture and competence on employee performance in Indonesia, namely the need to improve aspects of employee knowledge, skills, and capabilities or what is called employee competence (Nur et al., 2020).

The fifth topic, which is the most complete and best answer solution from all research on optimizing organizational culture and competence on employee performance in Indonesia, is that employees must be able to be part of achieving the expected goals of the organization they work for (L. Hidayat et al., 2022). Another solution suggested by Hotman Napitulu (2023) is that the company is advised to involve employees in the formation of company policies and regulations. The introduction of the company's vision and mission and policies also needs to be carried out to each employee thoroughly. The company also needs to take firm action and impose sanctions on employees who commit violations so that a deterrent effect arises.

RQ4&5: Research Method Answer

Based on research questions RQ4 and RQ5, namely related to the research methods used by research on optimizing organizational culture and competence on employee performance in Indonesia which are often used, the most performing methods and proposed methods. Most of the methods used are quantitative methods except in research (Latifah & Ritonga, 2020) and (Fitriani et al., 2022) which used the literature review method and the SLR research method.

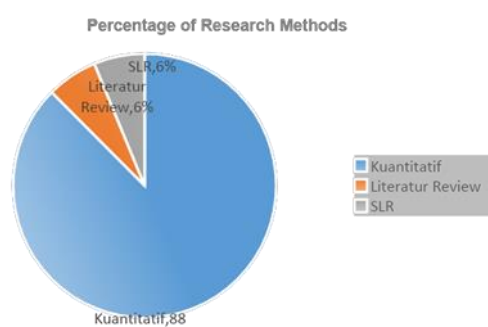


Figure 2. Percentage of Research Methods

The proposed method in research on the optimization of organizational culture and competencies on employee performance in Indonesia is to use a mix method in order to obtain more accurate and effective data in evaluating optimization. The answer to RQ6 on the purpose of optimizing organizational culture and competencies in Indonesia is to help employees to continue to improve employee knowledge, skills, and capabilities. The proposed answers to RQ7 are; 1) Conduct recruitment, selection and placement of human resources correctly in accordance with the job desk or skills or skills in accordance with the initial to final stages, namely starting from Administrative Selection, Interview tests, Written tests, Physicotes, Follow-up interviews with the Director, Medical tests 2) Paying close attention when recruiting employees must be truly competent both in terms of theoretical or practical. 3) Increase the role of universities to provide competent human resources and be supported by the government as a policy maker. 4) Improve the competence of human resources by increasing their theoretical and practical aspects.

CONCLUSION

The results of the Systematic Literature Review of all research contained in journals that have been published from 2020 to 2023 state that organizational culture and competence in Indonesia are still low both at the quality and quantity levels and competence from the theoretical and practical levels has not been able to balance with company development. The ineffectiveness of this organizational culture and competence has led to weak employee performance in several companies in Indonesia. The cause of the problem of optimizing organizational culture and competence on employee performance in Indonesia is the effectiveness of increasing the percentage of work that is not completed according to the predetermined target. Recruitment, selection and placement of

employees are not in accordance with their job descriptions because they are still based on company decisions. The low role of existing stakeholders, namely the role of natural universities in providing the right curriculum. Competency aspects that are not yet qualified both in terms of theoretical and practical aspects.

RECOMMENDATION

Solutions to overcome the optimization of organizational culture and human resource competencies, namely; 1) Carry out recruitment, selection and placement of human resources correctly according to their job desks or skills or skills in accordance with the initial to final stages, starting from Administrative Selection, Interview tests, Written tests, Physicotes, Follow-up interviews with the Director, Medical tests 2) Paying close attention when recruiting employees must be truly competent both in terms of theoretical or practical. 3) Increase the role of universities to provide competent human resources and be advised by the government as a policy maker. 4) Improve the competence of human resources by increasing their theoretical and practical aspects. With this research, a conceptual framework can be assumed that describes the relationship between organizational culture, competencies and employee performance. However, this framework still needs to be developed with reference to various previous studies on strategic management. This needs to be done in the context of developing more diverse research according to the situation in each company.

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