

The Impact of Organizational Culture on Employee Performance in Educational Institutions: Systematic Literature Review

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Abstract

SLR research in this research has the purpose of being related research on the impact of culture in an organization related to the performance of employees in educational institutions. This study was compiled using (PRISMA) from research on the impact of organizational culture on employee performance. The method for collecting data is carried out by the method (PICO) using two access literature, namely Google Cendikia and Garba Referral Digital (garuda). A total of 134 research data were used in this study and a screening of a number of these data was carried out with data inclusion criteria. Through this data, 30 data were found that were by the standards or eligibility criteria. The results in this study found 2 data that had a positive and significant impact and were dominated by other variables, 23 data had a positive and significant impact but were not dominant, 2 data that had a negative or significant impact, and 3 data showed that culture in an organization had an impact on the performance of an employee through intervening.

Keywords: systematic literature review, organizational culture, employee performance

Introduction

Education is one of the conscious efforts and has a plan in developing the potential to be present in individual students themselves (Fahrudin, 2020). Through this opinion, it can be highlighted that many efforts are made consciously by education drivers to advance the world of education at national and international levels. The education program has been carried out in stages to get innovative programs and adapt to what the country needs at that time. The purpose of the world of education itself always strives to harmonize what is happening in society such as education in aspects of science, character, and personality for the successors of the nation.

In the world of education, it is one of the places to develop the skills and talents of individual humans in a country, especially Indonesia (Junaidi & Susanti, 2019). Through the world of education, it is hoped that the abilities of students can develop. Goals in the world of education cannot produce something maximum if there is no adequate intellectual support so the sophisticated contribution of technology and a large amount of financial support does not result in high educational success or functional benefits as planned. In addition to costs and technology also related to visi and a highly highlighted mission will have no effect without human resources who are aware of the importance of being instilled. As good and as much as a plan that has been launched and the strength of an organization's vision and mission will not have results if it is not supported by qualified human resources. So we can conclude that the high

number of methods and programs that only prioritize technology and educational assistance will not succeed in their own educational goals without qualified human resources.

Based on the description above, the contribution is very much to the development of education, namely educators. The intended educators are teachers because teachers are the printers of successors from a country who highlight their intellectuality and maximum integrity. Currently, teachers are a hot topic of discussion because they influence advancing the milestones of this nation, namely the younger generation. It can be known that teachers are the main key to the development of successful education through the vision and mission of education itself. It is also stated by (Herlina et al., 2020) that teachers are the main support of success in the world of education because they influence educational resources with the help of infrastructure, finance, development of educational technology, and information can be applied well by teachers who have the commitment and high quality.

Educators or teachers must have a quality education that has knowledge, integrity, and good technology development. The goal of teachers with integrity is to create the next generation of the nation who can take part in national and international activities. Teachers are the determining factor where Indonesia will be based in the world of education. Therefore, the position of teachers is very strategic in determining the educational character of the Indonesian nation. So every quality development also pays attention to the quality and aspects of the educators themselves (Kurniawan et al., 2018). So that the most important thing is to provide equal duties and roles and the same responsibilities to cause a feeling of mutual trust between members of the educational organization.

Organizational culture in improving education in Indonesia can influence how teachers' attitudes and activities in an institution or institution. This is by the meaning of organizational culture itself which is the continuous habituation of work in work activities to make one of the aspects that can uphold the formation of quality for workers (Komarudin, 2018). Organizational culture itself can be a benchmark for teachers where educators must be maximal in becoming workers who are very influential in improving the integrity of Indonesia's young generation. Therefore, organizational culture can affect the performance of teachers in an institution or institution, but the performance of human resources is determined by the presence of internal and external factors in the organization.

Due to the importance of the impact of organizational culture knowledge on education employees, this research influenced. This research focuses on the Impact of Organizational Culture on Employee Performance in Educational Institutions.

Method

The process contained in the SLR study in this article is prepared based on (PRISMA) the taker of the research object according to the established criteria. This research is related to the cultural impact in an organization related to the performance of employees in educational institutions. The fact accumulation technique section in this analysis allotted the method (PICO). This method for collecting SLR data uses two accesses, namely Google Scholar and Digital Referral Gerba (GARUDA). The pages in this access to literature review are <https://scholar.google.com/> and <https://garuda.ristekbrin.go.id/>.

The source of this article is obtained using a research collection method that is in line with the title taken from this research. To study this research, there are special categories, namely using the population used, the variables to be used and what results you want to get.

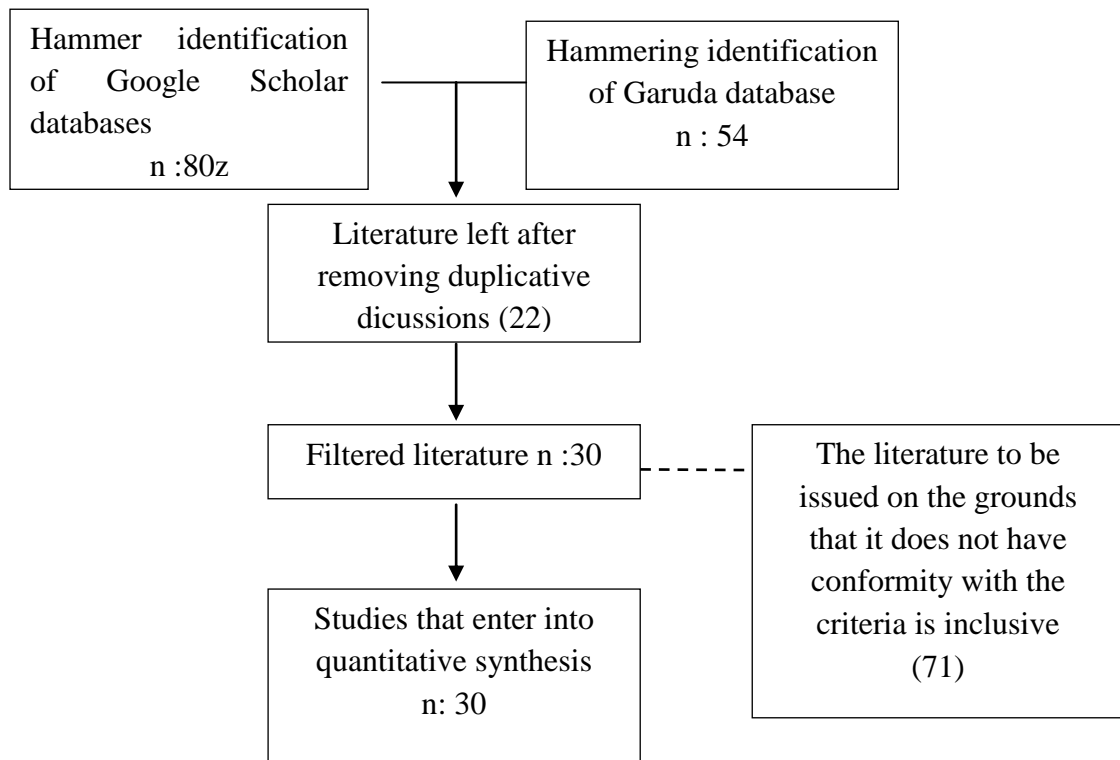


Table 1: Prisma

The selection of points is important to use to find references to articles using google scholar and garuda, namely: INFLUENCE, IMPACT, ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE. In this study There are special categories to study this research, namely using the population used, the variables to be used, and what results you want, reviewers got several references to articles that were as desired. By using the categories that have been created, the next step is to extract the collected data using the reference criteria that have been made. The goal is to destroy the data obtained so that it can see the appropriate literature.

PICO	INFORMATION
<i>Population</i>	Principals and teachers
<i>Intervention</i>	Organizational culture
<i>Outcome</i>	Employee performance improvement

Table 2 : PICO

Data Inclusion Criteria

In the SLR research that will be researched, the reviewer will take several reference articles, the following categories are made to support this research, namely:

Type	Inclusion
Article Types	Research Articles
Year of publication of the article	2017-2022
Origin of the Article	National Literature
Sample	Leader or employee on Educational institutions
Research methods	Correlational

Table 3 : Inclusion Criteria

RESULTS AND DISCUSSION

RESULTS

The results in this study were taken based on phenomena collected by researchers who discussed the importance of culture in an organization or company. The culture in an organization is related to the performance of employees in an organization or company that is occupied. Researchers found many and varied studies that discussed the aspects studied. Based on two sources searched by researchers managed to find 134 data sources. Researchers sort data based on specified criteria using these methods. So the researcher found 30 articles that fit the criteria of this study.

The author has carried out a review based on the literature that has been collected. The author screens the literature using established standards and criteria. The literature screening aims to obtain reference articles that can be evaluated according to research needs. Based on the results of the literature review based on the data it is outlined and explained as below.

General Criteria of Literature Review

In this study, there are general characteristics that are reviewed from the literature that has been studied regarding linguistics and can be accounted for. The characteristics included in this research summary are adjusted to the characteristics that have been made in the inclusion table. The following is a table of percentages in terms of the year the journal was published.

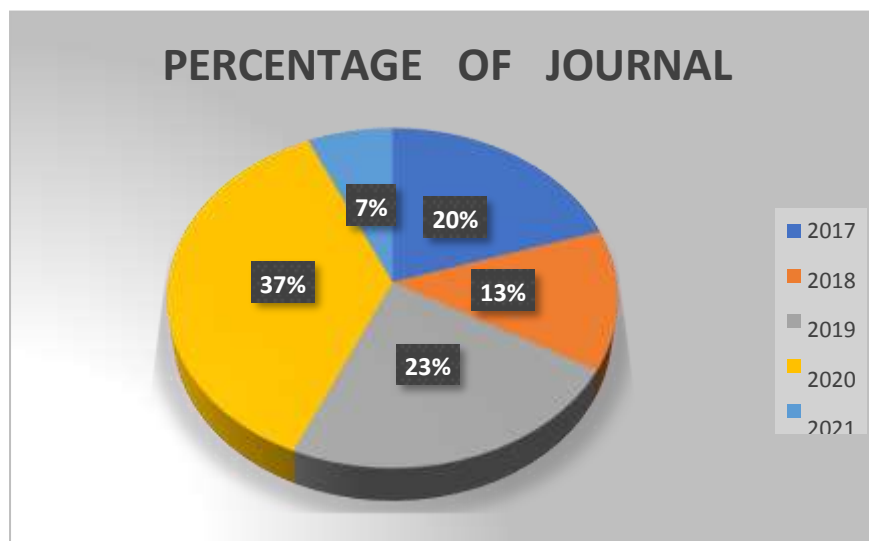


Figure 1 : PERCENTAGE OF JOURNAL

This study found the overall results discussed, namely 30 journals that had conformity criteria based on screening from 134 research results found. The percentage table above shows 30 research distributions from 2017 to 2021. The 5-year interval is a percentage of the number of studies published and used in this study.

Based on the results of the review, the number of research results studied is listed in the percentage table above with a total of 30 research data from 2017 to 2021. The percentage table above shows the highest percentage of research results, namely in 2020 with a percentage of 36.7% in terms of the total number of studies reviewed based on the overall research data. Judging from the table above, the percentage of publication years was 36.7% in 2020, 23.3% in 2019, 20% in 2017, 13.3% in 2018 and 6.7% in 2021.

This research has a research design that is a correlation or relationship. So that research that uses other than the correlation method will be eliminated because it does not match the inclusion table. In the literature in this study, which used the subject of the principal and teachers, it was 90% and 10% of the research used the subject of the principal. Other research uses other subjects, for example, the head of the service, the head of the Foundation and others

Analysis Literature Review

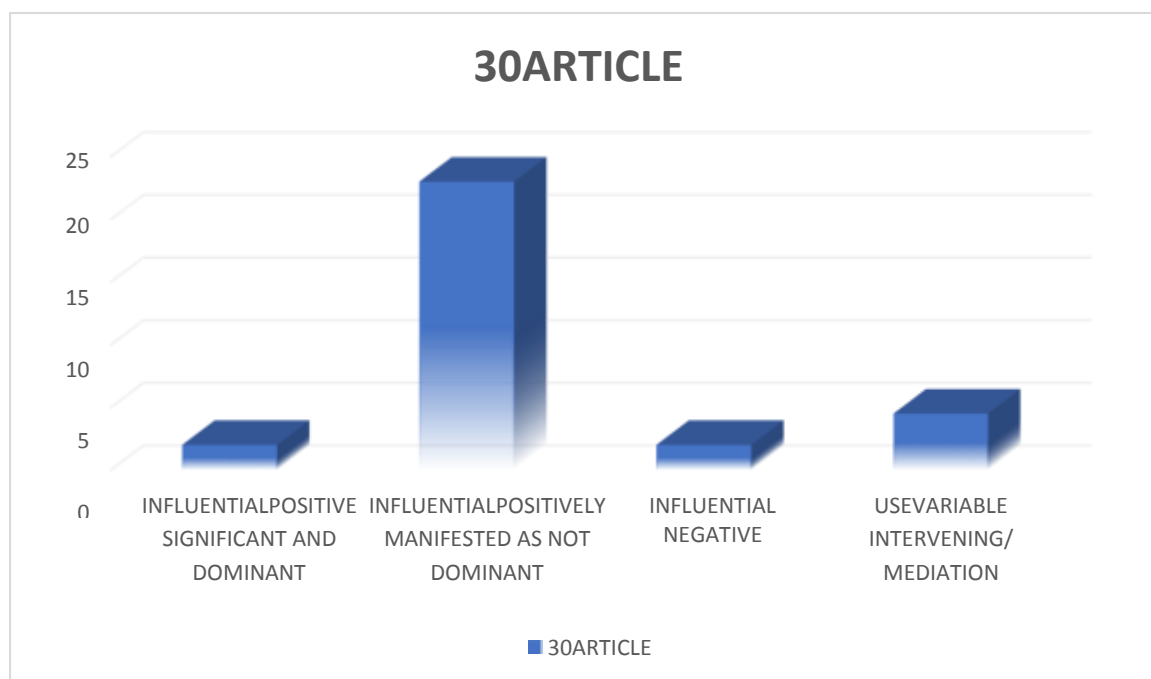


Figure 2 : Literature Grouping Table

Based on the table above, the literature used is thirty (30) literature. Literature that uses more than one (1) unbound variable is 3 literature out of 30 existing literature, including unbound variables such as employee job satisfaction. From the literature results that have been studied, researchers grouped into 4 groups, namely with journals that get positive and significant dominant impact results, insignificant dominant impact, non-dominant significant positive impact, significant negative impact and intervening.

1. Reference articles stating positive impact and dominant significance

Through the literature that has been surveyed, it has found a dominant influence between culture in an organization and the performance of employees. The dominant influence in the results of this study also shows a positive impact. So, it can be said that a culture in an organization has a very important role in the ups and downs of an organization. There are two publications that show dominant results. Of the two documents, it has 71.8% influence (Tambunan, 2019) and 78.2% influence (Manik, 2017).

This has similarities with the results of research that has been carried out by (Tambunan, 2019) where a culture carried out in an organization becomes a form that organizational culture is a pattern of behavior, confidence, assumptions, and becomes a common expectation that forms habits in an organization and is an important factor in achieving goals. In addition, according to (Jamaluddin et al., 2017) the culture carried out in an organization has an important role in making the behavior of individual employees in the cultivation of polite values and attitudes of all employees. The culture aims to communicate the formation of a good self and a good attitude of all employees who are in

achieving a goal of the organization itself. An organization can work smoothly and has no obstacles if these values are guided in every process.

2. References to articles stating a significant positive impact are not dominant

Through the literature that has been surveyed, there are 23 literature that explains the positive and significant impact. Based on the four predetermined groups there is an article that shows the second criterion. It can be said that the deterioration of culture in an organization in one aspect will reduce employee performance on one dimension. There are other influences that organizational culture can bring about (Zainuddin, 2017).

3. Reference articles stating a significant negative impact

In research that has been carried out by researchers based on the criteria that have been carried out and then developed in this literature review, 2 (two) studies have been found based on the third criterion. The two studies show that culture in an organization has a negative influence on the performance of employees. According to the results of (Indajang et al., 2020) states that culture in an organization does not have a significant influence on the performance of a teacher, while the competence of teachers shows a significant influence on the performance of teachers. So that it can be known that the competencies possessed by teachers do not experience a relationship between culture in the organization and the performance carried out by teachers.

4. Intervening variables (mediation variables)

The data in this literature review, shows that there are 3 (three) literature that states that culture in an organization has a relationship with performance in terms of the relationship of mediation variables. Based on the results in research conducted by (Suratman & Supriyantiningih, 2019) shows that culture in an organization is one of the variables of satisfaction at work.

DISCUSSION

In this research, indicators of organizational culture include professionalism, leadership, integrity, conflict tolerance and risk-taking, innovation, reward systems, integration, teamwork, individual initiative, customer orientation, adaptability, learning ability, the environment around a business, values, profiles, and roles. The model of an organization, the rites, the network of a culture, the rules, the desires, the roles, the guidelines, the leadership supporters, and the model for communicating. Culture, ethnicity and nation in a community or state organization play a role as a force that is glued together in forming something whole as a form of organization that has certain goals that guide the running of the organization (Nurviza & Usman, 2019).

In the thirty (30) data/literature studied, there were twenty-three (23) data with positive results and results that were said to be significant regarding the impact of culture in an organization with performance. The two (2) literature produced studies with dominant effects, The other two (2) literature did not show dominance but was controlled by the existence of variables derived from outside the culture in an organization, and 3 (three) literature used organizational culture as a mediator. Meanwhile, out of 30 literature, there are only 2 (two) literature that have a negative and significant influence. The description of these results is stated in the following discussion.

1. Positively impact is significant and dominant

The positive influence in this research means that there is a linear influence between cultures in an organization on the performance of employees. As the culture in an organization can grow, so can employee performance. And vice versa, As organizational culture deteriorates, employee performance also deteriorates. Significant is a state in which an effect can be expressed as significant

or important. The word dominant can be interpreted that all the variables carried out by research state that culture in an organization is one of the factors that have the greatest role in the performance of employees.

This means that the influence contained in a culture that occurs in the organization has a straight comparison with the performance carried out by employees, has a significant effect, and organizational culture is a variable that affects among all the variables studied. impact. Optimal employee performance with the importance of influence on other variables. In addition to those variables used in this classification include: Environment from work, innovative ways of leading, spirituality, incentives, motivation, satisfaction from work, Employee Engagement, involvement in organizations, self-development, self-efficacy, and career path models.

In the 30 (thirty) existing literature, there are 2 (two) literatures that have a significant and dominant positive effect. has 71.8% influence (Tambunan, 2019) and 78.2% influence (Manik, 2017). The rest is determined by the variables of the other. Looking at the large percentage, the researchers concluded that the literature is an independent variable that has a dominant effect.

Points that are important in the organization are employees, teachers have an organizational scope and comfort in the workplace. The more the workplace makes the teacher comfortable, the more it will improve the teacher's performance (Putri & Putra, 2017). A culture that will trigger strong agreements related to the goals of an organization from its members. Consistency of purpose creates love, loyalty and commitment to work. It can be said that the employee has no detachment from his cultural values that are the criteria for his work and behavior in the organization. The conformity of cultural values creates an atmosphere conducive to the employee to carry out his duties. A profitable organizational culture results in a strong employee commitment to the organization (Nur et al., 2020).

2. Positively and significantly non-dominant impact

Based on 30 (thirty) *literature* there are 23 (twenty-three) literature that has a positive and significant effect, but the difference is that other variables are more dominant when compared with culture in an organization. The variables contained in this study have differences but there are some that are the same as the variables that existed before. Research that supports organizational culture has a positive influence including research from (Zainuddin, 2017), (Fahrudin, 2020), (Iba et al., 2021), (Setyaningsih et al., 2018), (Herlina et al., 2020).

Such variables include: compensation, motivation, human resource development, competence, knowledge sharing, emotional intelligence, compensation, transformational leadership style, organizational citizenship behavior, work stress, individual characteristics, organizational commitment, perceived organizational support.

According to (Hidayat et al., 2020) The motivation of current employees must be improved again, so that high motivation will have a better effect and it will be easier for employees to achieve good results.

Meanwhile, according to (Aziizah, 2018) culture in an organization affects teacher performance, which is characterized by creative innovation and how to take existing risks, pay attention to things in detail, carry out orientation to results or people and teams, aggressiveness and competitiveness, and stability to improve teacher performance.

3. Significant negative effect

Based on the literature that has been studied, there are 2 (two) studies that state that the results negatively affect culture in an organization with the performance of employees. Negative influence has a meaning that states that culture in an organization has a decreasing influence on the performance performed by employees.

So if the culture in an organization increases, there is a decrease in the performance aspect of the employees. The results of the study (Indajang et al., 2020) stated that organizational culture does not have an influence on the performance of teachers, but the way to lead a principal has an influence with the improvement of performance carried out by teachers. The role of the leader in the organization is very necessary, because the leader is the most important sector in the satisfaction of the teacher's performance. The principal has a role to manage all existing policies in the school, dividing the role fairly for each of the teachers. Leadership style is what determines the variables of employee performance itself.

4. As a Variable Intervening or Mediation

In addition to being able to be a free variable, this variable is capable of being a mediation variable. In this research, there are two journals that link organizational culture with other variables. Organizational culture and employee performance are often connecting variables. In the 2 studies there are additional variables including job satisfaction and other variables.

Job satisfaction includes the disclosure of each individual's sense of comfort and attitude towards facing the job that has been given before, job satisfaction also includes a sense of comfort towards the work environment and towards their leader. Employee satisfaction is also a relationship between each individual in the workplace. So that the existence of a culture in the organization can make one of the efforts to increase employee job satisfaction.

CONCLUSION

This research examines literature that discusses the impact of organizational culture on employee performance in schools, with the data used can be in the form of references that have been selected according to the criteria in this study. An organization or company that has a culture in a qualified organization is an organization that has provided opportunities for all employees to participate in shaping the culture in an organization. As well as providing tasks or roles with balanced weights and is necessary to improve the performance of the teacher. However, discretion is not given in full to all existing employees. During the cultural development stage in an open organization, companies can selectively give their employees flexibility in independent decision-making. This can have a significant impact on how organizational culture works to improve employee performance. The supervision of subordinates by the manager is also considered indispensable. Given that not all employees have the maturity to make decisions. A total of 30 (thirty) journals were examined, all of which stated that there is a relationship between culture in an organization and the performance performed by employees. A total of 2 (two) references say organizational culture positively affects employee performance. Of the 30 (thirty) journals, 23 (twenty-three) stated significant positive influences and other variable influences on performance dominated, and 2 (two) stated significant positive effects, but no effect on performance, we stated that the influence was not dominant compared to other variables. Two of them include intervention variables. On the other hand, there are two studies that explain that the existence of culture in an organization has a negative and significant impact on existing performance. It can be known that the culture in an organization is inversely proportional to the performance of the employees. When a culture rises by one level, employee performance decreases by a similar amount. Culture in an organization plays a very important role in influencing the performance of an employee.

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