



## INDIVIDUAL PERFORMANCE IN PERCEPTION THEORY OF WORK PERFORMANCE

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### Abstract

This study aims to develop prepositions about individual performance, through a theoretical review approach. This study elaborates some of the findings of previous researchers as a reference and explores grounded theory, in developing knowledge related to individual performance. Qualitative research methods with literature studies are carried out to obtain references to research models in explaining factors that affect individual performance. The results of the study provide recommendations that the actualization of the role of leaders has an influence, both direct influence on individual performance, as well as indirect influence through organizational culture and individual commitment.

### Abstrak

Penelitian ini bertujuan untuk mengembangkan preposisi tentang kinerja individu, melalui pendekatan kajian teori. Studi ini mengelaborasi beberapa temuan dari para peneliti terdahulu sebagai rujukan dan mengeksplorasi grounded theory, dalam mengembangkan pengetahuan terkait dengan kinerja individu. Metode penelitian kualitatif dengan studi literatur dilakukan untuk memperoleh referensi model penelitian dalam menjelaskan faktor-faktor yang mempengaruhi kinerja individu. Hasil kajian memberikan rekomendasi bahwa aktualisasi peran pimpinan memberikan pengaruh, baik pengaruh secara langsung terhadap kinerja individu, maupun pengaruh secara tidak langsung melalui budaya organisasi dan komitmen individu.

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## INTRODUCTION

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Individual commitment and organizational culture to the organization are dominant factors in efforts to spur individual performance. An individual's work behavior will be determined by the high and low commitment of that individual. Culture is considered the rule of the game regarding what is allowed and what is not. While commitment is a form of individual willingness to carry out their functions. To create a strong culture and a high level of commitment that has an impact on individual performance, there are leadership factors that influence it.

Organizational culture manifests the internal environment of the organization. An environment that provides support to individuals in the organization can perform their roles optimally. For that it takes a strong organizational culture in creating a supportive organizational environment. A strong culture will be largely determined by a leader who performs his role well. Leaders are individuals who are given authority and responsibility. Leaders are individuals who determine how values and systems in the organization are manifested. (Blumberg & Pringle, 1982)

The ability of a leader to carry out his role is also believed to have an impact on the high and low commitment of individuals in the organization. The authority and responsibility of the leader are included in the management of human resources. The inability to manage these resources will cause less than optimal for each individual in carrying out his role.

## **LITERATURE REVIEW**

The high and low actualization of the role or performance of individual members of the organization is the result of the interaction of three groups of factors, namely the characteristics of individuals who provide the capacity or ability to play a role and perform, the level of effort devoted to carrying out the role they carry, and the characteristics of the organization that provide support and opportunities to individual members of the organization to actualize the role they carry. (Blumberg & Pringle, 1982)

Based on the perspective, organizational effectiveness begins with individual effectiveness, where individual effectiveness is a series of individual abilities in carrying out their functions in the organization. The ability of individuals to carry out their functions is the level of individual contribution to the organization which is defined as individual performance.

Individual performance itself is influenced by several factors, which affect the level of individual contribution to the organization. Individual performance will be largely determined by the following factors:

1. Capacity To Perform (The capacity an individual has to contribute).
2. Willingness To Perform.
3. Opportunity To Perform.

## **METHOD**

This study uses qualitative methods that aim to provide proposition research proposals on employee work in an organization. This study conceptualizes individual performance as behavior and development of human resource management theory. Data collection techniques in this study through literature surveys collected from research literature. The technique taken in this study posits that literature survey is the process of placing, obtaining, reading, and evaluating research literature. (Bordens & Abbott, 2011)

## **RESULTS AND DISCUSSION**

### **The influence of organizational culture on individual performance.**

Organizational culture is a set of values and systems that are defined and developed, providing guidance that guides organizational members in carrying out their roles, activities, and interactions. Organizational culture is also thought of as a belief system that is embraced or values that develop in organizations to guide individual behavior in organizations. Understanding related to important values (Wood et al., 2004) manifested in spoken words, carried out in work activities and encompassing feelings that are felt together. A set of values and systems manifested in the organization will guide the level of consistency of behavior of each individual in the organization (Kinichi, 2014)(Dalkir, 2013; Jo & Joo, 2011) .

Organizational culture influences the efforts of individuals to perform their functions in the organization indirectly, by being a catalyst for the implementation of activities carrying out its role in shaping

the organization, social and psychological interaction (Werner, 2000). When organizations establish norms for knowledge sharing, they build an organizational culture of creating, sharing and implementing knowledge. The implementation and belief in these norms has an important role to provide guidance for individuals in the organization to create, share and implement knowledge. (Cabrera & Cabrera, 2002; Robertson & O'Malley Hammersley, 2000)

Organizational culture is an important factor for creating, sharing, and using knowledge because it establishes norms about knowledge sharing and creates an environment where individuals are motivated to share their knowledge with others. Hypertext organizational culture, characterized as flexible as opposed to bureaucratic, facilitates the tacit sharing of knowledge of individuals and converts them into explicit knowledge. It also affirms that the work environment in which the ideas of egalitarianism and autonomy are rooted generate a significant contribution to the creation of knowledge and sharing within organizations. (de Long & Fahey, 2000)(Cabrera & Cabrera, 2002)(Nonaka et al., 2001)(Robertson & O'Malley Hammersley, 2000)

The importance of cultural aspects in knowledge management is significant. Organizational culture is an important factor for creating, sharing, and using knowledge because it establishes norms about knowledge sharing and creates an environment where individuals are motivated to share their knowledge. (de Long & Fahey, 2000)

Organizational culture is a common understanding of various situations that occur in the organization. Mutually agreed values are used as a reference for members of the organization in responding to situations that occur. Organizational culture describes the appropriate way to perceive, think and feel in relation to a social system. Organizational culture is a set of policies and rules that are part of normative control, in organizations that guide individual behavior as expected. (Wood et al., 2004)

It is believed by experts in organizational theorists, organizational behavior and management experts that, one of the factors of the internal environment of the organization that is able to provide support to spur organizational effectiveness is organizational culture (Jogaratnam, 2017; Robbins & Judge, 2019; Schein, 2017; Steers & Osland, 2020)

Organizational culture is conceptualized as "a shared understanding of the essentials manifested in words spoken together, work done together, and feelings shared". Organizational culture as the dominant values that the organization supports. Organizational culture as shared values and beliefs that underlie organizational identity that serves as a sense of identity to members, promotes collective commitment, increases the stability of the social system, as well as controls the behavior of members to improve the ability to carry out their roles. (Schein, 2017; Steers & Shim, 2013a, 2013b)(Schein, 2017; Steers & Osland, 2020; Steers & Shim, 2013b, 2013a)

Strong and weak organizational culture is organizational support that affects individual performance. Strong organizational culture will form an internal environment that is able to provide support to employees to feel happier with their jobs. A strong culture shows clarity about the rules or values that reside in the company. Culture can be said to be the rule of the game. Clarity of the rules of the game in the organization will improve individual performance.

Proposition 1: There is a positive influence of organizational power on individual performance.

### **Individual Commitment to Individual Performance**

Organizational commitment results in individual attitudes expected by the organization. An individual's organizational commitment is the degree to which they accept the goals of the organization, as well as have the desire to always be part of the organization.(Afshari et al., 2020; Jo & Joo, 2011; Malthis & Jackson, 2006)

This understanding expresses organizational commitment as a level of individual confidence, to decide to continue to be part of the organization and give its best ability. This means that if employees do not have organizational commitment, individuals will leave the organization, or are not encouraged to give their best abilities. Individuals who are committed to the organization are more likely to stay than employees who are not committed to the organization. Organizational commitment is an attitude that reflects individual loyalty to the organization, and the ongoing process by which members of the organization express concern for the

organization and its success and sustainability. (Mercurio, 2015; Yahaya & Ebrahim, 2016) (Afshari et al., 2020; Karrasch, 2003) (Allen, 2018; COHEN, 1993)

The commitment that individuals have to the organization is increasingly needed in line with an increasingly hypercompetitive business environment. Individual commitment is a form of willingness and is personal and cannot be forced. Individuals who have a high commitment to the organization are invaluable resources. (Afshari et al., 2020; Yahaya & Ebrahim, 2016)

Any individual can withdraw his or her commitment to the organization. Because committed individuals will have the willingness to contribute maximally to achieving organizational goals. Individual commitment to the organization, at least, can be understood from two dimensions. The first dimension is (Allen, 2003; Dahmardeh & nastiezaie, 2019)"decisions to participate," which is related to the desire to remain part of the organization. The second dimension is "decisions to produce", an individual's acceptance of the goals and values of the organization. Committed individuals will give their best efforts to remain part of the organization. The acceptance encourages individuals to strive earnestly in achieving the goals set by the company. (Allen, 2018; Swailes, 2002)

Committed individuals want to remain part of the organization not because they cannot afford to work in another workplace. They want to remain part of the organization because there are common goals between the organization and the goals that individuals have. So that individuals feel the organization as the right place for them to develop and devote themselves. (Hall et al., 1970)

The close relationship between individuals and organizations makes them have a high commitment to the organization. This high commitment is shown by (1) high desire to remain part of the organization, (2) high willingness to give maximum effort for the interests of the organization, (3) and high confidence in the values and goals of the organization.

The nature of an individual's relationship with the organization that enables a highly committed person to demonstrate: (1) a strong desire to remain the organization concerned, (2) a willingness to do his best for the benefit of that organization, and (3) a strong belief in and acceptance of the organization's values and goals.(Afshari et al., 2020; Allen, 2018; Robbins & Judge, 2019; Yahaya & Ebrahim, 2016)

Based on the exposure that has been delivered, it gives an indication of the importance of individuals who have a commitment to the organization. The high commitment that individuals have is shown by their hard work in carrying out their role in helping the organization achieve goals. An individual's commitment to the organization also shows the magnitude of willingness to deliver the best performance they can.

Proposition 2: There is a positive influence of individual commitment to individual work.

### **The Effect of Actualization of Leadership Roles on Individual Performance.**

Leaders are individuals formally given power in organizational units. A leader who is given power must have an interpersonal role. A leader must be able to get to be a figure figure for his subordinates. In addition to carrying out the role of a figure, the leader must also be an access to the information needed. So that after the leader is able to become a role and has access to information will make it easier to make decisions, and strategies to achieve the goals set by the company (Robbins & Judge, 2019) (Holan & Mintzberg, 2004; Kinichi, 2014; Robbins & Judge, 2019).

To what extent the roles played by managers can affect an organization's ability to achieve goals (Kinichi, 2014; Robbins & Judge, 2019). The inability of leaders to carry out their roles will have an impact on weakening organizational culture. Because the leader is not able to manifest the established values and systems. (Steers & Shim, 2013a, 2013b)

The ability of managers to carry out their roles has an impact on the ability of subordinates to carry out their functions in the company. Leaders in organizations who are unable to maintain existing values will reduce individual commitment in the organization. As individuals who have the authority to manage human resources, leaders will greatly determine individual commitment in the organization. (Jo & Joo, 2011; Tummers & Bakker, 2021; Yahaya & Ebrahim, 2016)

Leaders have authority and status over organizational resources including human resources. The ability of leaders in carrying out their roles will have an impact on the extent of optimizing the utilization of resources owned by the organization. Including the optimization of the potential of human resources owned, will be

largely determined by the ability of leaders to actualize their roles in the organization. (Foster et al., 2019; Malthis & Jackson, 2006; Werner, 2000)(Chang et al., 2015; Shehzad et al., 2021; Steers et al., 2012)(Chang et al., 2015; Jo & Joo, 2011)

Actualization of the role of leadership is a form of leadership behavior demonstrated by individuals who are given authority and responsibility in the organization. Authority and responsibility to manage human resources. On that premise the performance of individuals who are other participants in the organization. It will be determined by the leader in charge. Actualization of the role of leadership will also affect the strong and weak organizational culture. When the leader is unable to manifest organizational culture in his work unit, then the leader will make the culture weak. The ability of the leader to carry out his role will also have an impact on the high and low individual commitment of his subordinates. When the leader cannot be used as a figure for his subordinates, when the leader does not have access to information and cannot make the right decisions, individual commitment will decrease.

Proposition 3: There is a positive influence of leadership on organizational culture.

Proposition 4: There is a positive influence of leadership on individual commitment.

Proposition 5: There is a positive influence of actualization peran p impinan on the work of the individual.

## **CONCLUSION AND ADVICE**

### **Conclusion**

Organizational culture is a set of values and systems that form the characteristics of the internal environment of the organization. Environmental characteristics that can guide each individual in the organization when manifested in the organization. The existence of a strong organizational culture is a form of organizational support for the creation of high individual performance. When the organizational culture is low, what happens is that every individual in the organization does not have an agreement on values and systems and values that will be mutually agreed. When that happens, the organization will not run in order. Weak organizational culture is a form of weak organizational support for the creation of high individual performance.

Individual commitment will greatly determine the performance that the individual shows in the organization. Because individual commitment is characterized as an individual's belief in the goals and values of the organization. Individual commitment is also shown by willingness to give their best in helping the organization achieve goals.

Both organizational culture and individual commitment are influenced by leadership factors that are in the organization. Actualization of leaders can directly or indirectly affect performance. Leadership actualization can also influence individual performance through organizational culture and individual commitment. Leaders who carry out their roles can strengthen organizational culture and increase individual commitment. Strong organizational culture and high organizational commitment are the result of a leader actualizing his role.

### **Suggestion**

A leader must be able to carry out his role in the organization. The ability of leaders to perform interpersonal, informational and decision-making roles. In carrying out his role, a leader must pay attention to the values and systems that are in the organization. These values and systems are guidelines that guide the creation of an internal environment that is able to provide support to individuals in carrying out their roles in the organization. In carrying out his role, a leader must also be able to increase individual confidence in the goals and values of the organization. Confidence in the goals to be achieved will increase the willingness of individuals in the organization.

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