THE IMPACT OF TRAINING, EMPLOYEE LOYALTY AND ORGANIZATIONAL CULTURE ON THE WORK ACHIEVEMENT : LITERATUR REVIEW

Abel Ramdhani[1], Syamsul Hadi[2] , Tri Ratna Purnamarini[3]
Department of Management, Sarjanawiyata Tamansiswa University, Indonesia
email: [1]abelramdhani@gmail.com , [2]syamsul.hadi@ustjogja.ac.id ,
[3]t.purnamarini@ustjogja.ac.id

Abstrak

Tulisan ini bertujuan untuk memahami bagaimana pelatihan, loyalitas karyawan, dan budaya organisasi mempengaruhi prestasi kerja pekerja. Penjelasan mendalam mengenai unsur-unsur yang secara langsung meningkatkan kinerja pekerja akan disajikan dalam artikel ini. Tinjauan literatur sistematis (SLR) digunakan dalam proses ini. Terdapat 30 makalah yang ditemukan melalui penggunaan kata kunci "pelatihan, loyalitas karyawan, budaya organisasi, dan prestasi kerja" pada database yang diperoleh dari publikasi Google Scholar. Artikel-artikel ini kemudian dinilai untuk penelitian ini. Penerapan artikel yang membahas bagaimana pelatihan, loyalitas karyawan, dan budaya organisasi mempengaruhi prestasi kerja pekerja. Literatur ini akan menunjukkan berbagai jenis pengaruh yang berbeda terhadap prestasi kerja. Penelitian menunjukkan bahwa peran pelatihan, loyalitas dan budaya organisasi yang dihasilkan – dari beberapa tinjauan literatur terbukti memberikan pengaruh positif terhadap prestasi kerja. Literatur ini juga dipengaruhi oleh pelatihan, loyalitas karyawan dan budaya organisasi yang terbukti mempunyai pengaruh terhadap prestasi kerja. Hal inilah yang menjadi temuan dalam penelitian ini dan dapat menjadi kerangka penelitian konseptual empiris

***Kata kunci** : Pelatihan, Loyalitas, Budaya Organisasi, Prestasi Kerja*

Abstract

This paper aims to comprehend how training, employee loyalty, and organizational culture affect workers' achivment. An in-depth explanation of the elements that directly improve worker performance will be provided by this article. A systematic literature review (SLR) is used in this process. 30 papers were found through the use of the keywords "training, employee loyalty, organizational culture, and work performance" in a database that was obtained from Google Scholar publications. These articles were then assessed for this study. The application of articles discussing

how training, employee loyalty, and organizational culture affect workers' achivment. This literature will show various types of different influences on work performance. The research results show that the resulting role of training, loyalty and organizational culture - from several literature reviews is proven to have a positive influence on work performance. This literature is also influenced by training, employee loyalty and organizational culture which is proven to have an influence on work performance. This is a finding in this research and can become a framework for empirical conceptual research

Keywords **:** *Training, Loyalty, Organizational Culture, Work Achievement*

A. Introduction

Human resources within the company are the most important factor in the company's success in achieving its goals. Human resources within the company are said to be the main ones, because human resources themselves determine where the direction and goals of the company Hutagalung et al (2020) go. Therefore, the company must be able to get good quality employees in order to achieve company goals quickly.

In improving work performance is influenced by several factors, including training, employee loyalty and organizational culture. Training is one of the common activities carried out in organizations because every organization hopes that the right training can improve the ability of employees to complete their work correctly and precisely (Nursyahputri &; Saragih, 2019).

According to Dewi & Dewi (2019), loyalty affects employees to improve their careers, vice versa loyalty can affect careers, both directly and indirectly.

Organizational culture is a set of cultures such as clan culture, market culture, hierarchical culture, and adhocracy culture that contains patterns of behavior, beliefs, values, and work styles that shape the identity of a company or institution, distinguish it from others, and improve performance (Aziz &; Djunaidi, 2022). Organizational culture has a role to influence employee behavior, this is reflected in the ability to innovate and create, opportunities to express opinions, good relationships and others (Noermijati, 2019).

The results of the training carried out can not only increase the knowledge and skills of employees but can also open up opportunities for them to develop

their careers based on the qualifications they already have. Career development is the main instrument for every employee who has career planning to achieve their career goals (Monoarfa et al 2020). Work loyalty according to Sondak (2019) is an employee loyalty to the company which will lead to a sense of more responsibility, so that employees will still survive and feel comfortable in the company even though the company is advancing or retreating. Organizational culture is a rule of norms that contain values and is created and then implemented by the organization to influence the nature and behavior of its employees to help complete tasks according to the specified time (Hardianti et al 2022).

A phenomenon that currently occurs in one of the companies in the automotive field. Involving a number of problems identified in this researcher, namely lack of employee initiative in dealing with problems in work, employees are less aggressive at work. Another problem that occurs is that the methods used in training are less varied so far that only one method is used, namely training. Employees are less obedient / comply with the regulations set by the company, namely there are still employees arriving late, there are still employees not wearing uniforms.

Based on the background description of the problem, the researcher is interested in conducting research on the effect of training, employee loyalty and organizational culture on employee work performance

1. Does training affect employee performance

2. Does employee loyalty affect employee performance

3. Does the employee's organizational culture affect employee performance.

4. Whether training, employee loyalty and employee organizational culture affect employee performance.

1. Literature review

1.1 Training

1.1.1 Definition of Training

Training is a place for employees to learn an attitude, proficiency and skill that is directly related to work according to (Maryadi, 2019). Training itself can be a place and effort to improve the performance of employees who were previously not good, minimizing employee errors caused by lack of knowledge, education and lack of confidence from workers according to (Alhidayatullah et al., 2023)

1.1.2 Training Indicators

According to Wahyuningsih (2019) there are 5 things included in training, namely:

a. Training Objectives
   The objectives of compulsory training are realistic and can be delivered in such a way that training is carried out to be able to develop job skills so that participants can increase the level of awareness of the work that must be done by the participants.
b. Materials
   Materials in the form of work management, essays, work correspondence, work psychology, work discipline and ethics, as well as work reporting, teaching materials can be used.
c. Method
   The method used in training, the method used is a way of teaching with a participatory approach such as group discussions, seminars, exercises, practices (demonstrations) and games, educational events, tests, group work visits and studies (comparative studies).
d. Participant Qualification
   Participants are employees who have passed the qualification requirements, such as permanent employees and employees with recommendations from leaders.
e. Trainer qualification
   Trainers / trainees to participants must meet qualification requirements such as: having skills related to training material, being able to generate inspiration and motivation in participants and using participatory methods.

1.2. Loyalty

1.2.1 Definition of Loyalty

According to Wilianto (2019), employee loyalty is the desire of an employee to devote all his ideas, time, knowledge, and abilities to the achievement of all company goals, to protect all company secrets within the company, and to restrain himself.

1.2.2 Loyalty Indicators

The following are indicators of employee loyalty according to (Aeni, 2021), namely:

a. Obedience

Obedience or compliance is the ability of an employee to obey all applicable official regulations and obey service orders given by authorized superiors, and be able not to violate specified prohibitions.

b. Responsible

Responsibility is the ability of an employee to complete the work handed over to him well, on time, and dare to take risks for decisions made or actions taken.

c. Devotion

Devotion is a sincere contribution of thought and energy to the company.

d. Loyalty

Loyalty is an employee to the company that will cause a sense of responsibility, so that employees will remain in the company even though the company is in a state of progress or retreat.

1.3. Organizational Culture

1.3.1 Definition of Organizational Culture

According to Edy Sutrisno (2019), organizational culture can also be defined as a set of values, beliefs, assumptions, or norms that already exist or have long been in force agreed and followed by members as a code of behavior and solving organizational problems.

1.3.2 Organizational Culture Indicators

According to Yusuf et al (2023), there are 6 things that include organizational culture, namely:

a. Innovative
b. Pay attention to detail
c. Result orientation
d. Orientation to people
e. Aggressiveness
f. Stability

1.4. Work Performance

1.4.1 Definition of Work Performance

According to Arif et al (2020), work performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given. Work performance is the result of work in quality and quantity achieved by workers in a period of time in accordance with the responsibilities assigned to them (Pratama, 2020).

1.4.2 Work Performance Indicators

According to Edy Sutrisno (2019), measuring work performance is directed at 6 aspects, namely:

a. Work results.
That is the level of quantity and quality that has been produced. Indicators for this dimension are the quantity of work completed, the set deadline, working according to established procedures, and rarely making mistakes in work.
b. Knowledge of the work.
The level of knowledge related to job duties that will directly affect the quantity and quality of work
c. Initiatives
The level of initiative during carrying out work duties, especially in terms of handling problems that arise.
d. Mental dexterity
The level of ability and speed in receiving work instructions and adjusting to the way of working and existing work situations
e. Attitude

That is the level of morale and positive attitude in carrying out work duties. Indicators for this dimension are enthusiasm at work and being able to be positive.

f. Time and attendance discipline

That is the level of punctuality and the level of attendance. An indicator for this dimension is to be present on time and accept the consequences of absence.

2. Conceptual structure

The conceptual framework in this article is as follows, and is based on problem formulation, theoretical studies, and related discussions of influences between the factors mentioned above:

Kerangka konseptual dalam artikel ini adalah sebagai berikut, dan didasarkan pada perumusan masalah , studi teoritis, dan diskusi terkait pengaruh antara faktor-faktor yang disebutkan di atas:

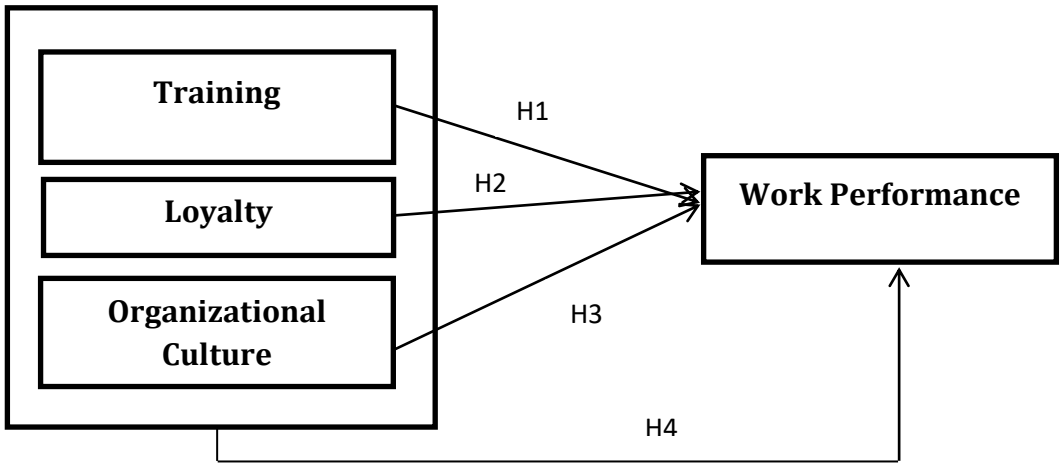

Figure 1 Research Mindset

3. Hypothesis Development

a. The Effect of Training on Work Performance

According to Adnyani &; Dewi (2019), training is a way to improve performance within the company. The existence of training provided by the company

appropriately to employees, then employee performance will increase so that it will be better and if given great responsibility, employees will be able to do it well to make employee careers increase with the additional responsibilities given. Research conducted by Prasetiyani (2021) has shown that there is a positive influence between training and job performance. Which good training will improve employee performance. Based on the description above, the hypothesis in this research is.

H1 : Employee Training has a significant effect on employee performance

b. The Effect of Employee Loyalty on Work Performance

According to Nuryani &; yanti (2023), employee loyalty is employee loyalty to the company which is reflected in the overall effort in providing thoughts, abilities or expertise, not doing things that harm the company, completing work responsibly and honestly, having a working relationship that can maintain company secrets, and being able to work for a longer time for the company.

Research conducted by Susanto (2020) shows that loyalty has a positive effect on job performance. Based on the description above, the hypothesis in this research is.

H2 : Employee loyalty has a significant effect on employee performance

c. The Influence of Organizational Culture on Work Performance

According to Jismin et al (2022) organizational culture is a set together, taken to provide an implicit assumption that the group that holds and determines how to view, think, and react to various environments traits that exist and are maintained in an organization or in people's daily lives, which cannot be separated from the cultural ties that arise. According to Ningsih & Setiawan (2019) provides the idea that organizational culture is a structure of two levels of characteristics, namely observable and unobservable organizational characteristics.

Organizational culture can also influence employee behavior, both positive and negative behavior. This is manifested in daily behavior at work and will shape a person's work performance at work and affect company performance according to (Jufri &; Marimin, 2022)

With that, what is done (Fitrianti &; Chamariyah, 2023) shows that organizational culture has a significant effect on improving employee work performance. Based on the description above, the hypothesis in this research is.

H3: Organizational culture has a significant effect on employee performance.

d. Effect of Employee Training, Employee Loyalty, and Culture

Organization to Work Performance

According to (Prasetiyani, 2021) good training will improve employee performance, which has great benefits for the company or company employees. The benefits for the company include that the company has a workforce that is ready to carry out its work so that with such a workforce the company can achieve its goals more easily. By carrying out training, it is expected that employees will be more able to understand and carry out their functions in the organization. In addition, it is also expected that there will be improvements or development of attitudes, behaviors, knowledge and skills from organizational actors in order to achieve company goals.

According to Ridlwan (2020), loyalty cannot be considered as something that happens by itself when an employee joins the organization. If the organization wants a royal employee, the organization must strive for the employee to be part of the organization which is a higher level, thus the employee becomes part of the organization which is a higher level.

According to Suparyanto and Rosad (2020), organizational culture is a shared value system in an organization that determines the level of how employees carry out activities to achieve organizational goals. According to Gama & Astiti (2020), organizational culture is a culture that lives and develops in the office environment which is characteristic of the existence of the office and has lasted for a long period of time and is applied in the life of work activities as one of the driving factors to improve the quality of work of employees.

Based on research conducted by Mayliza (2022) which shows the results that training has a positive effect on job performance. Based on research conducted by Susanto (2020) which shows the results that loyalty has a positive effect on job performance. Based on research conducted by Fitrianti & Chamariyah (2023) which shows that organizational culture has a significant effect on improving employee work performance. Based on the description above, the hypothesis in this research is.

H4: The Effect of Employee Training, Employee Loyalty, and Organizational Culture Has a Significant Effect on Work Performance.

B. Research Methods

This scientific study utilizes Mendeley and Google Scholar. Utilizing quantitative research methods and literature review, this scientific study is made

by collecting multiple or alternative explanations of variables that affect the variables analyzed. Initial phase in

methodology of this research is data collection. This study tries to explain the relationship related to training, employee loyalty and organizational culture on work performance. Research that examines how one variable influences other variables or how several factors relate to each other.

The next section is titled "Literature Review". This section provides a comprehensive overview of quantitative research techniques and lays the foundation for creating hypotheses that will be compared with existing ones.

C. Results and Discussion

1. The Effect of Training on Work Performance

The results of previous studies show that there is a positive and significant influence between training on employee performance.

For example, in Prasetiyani's research (2021) getting results, training instructors are people who can provide training and education to increase workers' knowledge of their main duties and functions in the company, so that company goals can be achieved. The better the delivery of training instructors in motivating will have a positive impact on improving employee performance.

2. The Effect of Employee Loyalty on Work Performance

The results of previous studies show that there is a positive and significant influence between loyalty to employee work performance.

For example, in research (Yudi Budi Yuniarso, 2023) Loyalty has a positive and significant effect on Employee Work Performance, which means that if an employee's loyalty increases, then work performance in the company will also increase

3. The Influence of Organizational Culture on Work Performance

The results of previous studies show that there is a positive and significant influence between loyalty to employee work performance.

Research results from Fitrianti & Chamariyah (2023) show that organizational culture has a significant effect on improving work performance. Organizational culture has a significant effect in improving employee performance at PT. East Java Regional Bank. Compensation has a significant effect on helping in improving employee work performance.

4. Effect of Employee Training, Employee Loyalty, and Culture

Organization to Work Performance

Based on research conducted by Mayliza (2022) which shows the results that training has a positive effect on job performance. Based on research conducted by Susanto (2020) which shows the results that loyalty has a positive effect on job performance. Based on research conducted by Fitrianti & Chamariyah (2023) which shows that organizational culture has a significant effect in improving employee work performance.

Which means training, loyalty and organizational culture affect work performance.

D. Conclusion

Based on current theories, related articles, and conversations, the following research hypotheses can be concluded:

a. Training has a positive and significant influence on employee performance.

b. loyalty has a positive influence and significant on employee work performance.

c. Loyalty has a positive influence and significant on employee work performance.

The study supports the idea that employee performance is significantly influenced by training, loyalty and organizational culture in the workplace. A deeper understanding of their workforce allows managers and companies to better defend employee work situations that affect job performance.

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