



International Conference on Economy, Management, and Business (IC-EMBus)

VOL. 1, 2023 p. 1314–1327

<https://journal.trunojoyo.ac.id/icembus>

The influence of *new public management, organizational culture* and *competency* to employee performance (*literature review*)

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INFO ARTIKEL

Abstract

Keywords:

New Public Management, Organizational Culture, Competency and Performance

There are 3 concepts from the research used in this study, namely New Public Management, Organizational Culture and Competency. The purpose of this study is to analyze, synthesize and draw conclusions about New Public Management management, Organizational Culture and Competency capabilities given reasons to support the solution of the problem under study. The results of this literature review are New Public Management has an impact on employee performance, Organizational Culture has an impact on employee performance, Competency has an impact on employee performance. The research methods used in this article are qualitative research and literature research. The bottom line is that New Public Management, Organizational Culture, and Competency will have an impact on employee performance.

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E-ISSN: 3026-0965

DOI : _____

INTRODUCTION

This era of globalization, a company absolutely needs human resource management because it is a series of organizational activities that aim to attract, develop and retain an effective and efficient workforce. With good human resource management, companies can function employees to enable them to achieve company goals and deliver the highest performance for the company, which can affect the value of the company in the short and long term. In addition, New Public Management, Organizational Culture and Competency require really good human resource management to optimize services for people who really need clean water for their daily needs.

Good human resource management will make the company able to work together with employees so that it can realize company goals and be able to provide maximum performance to the company that can have an influence on company value

both in the short and long term. A company certainly wants to build good performance quality, good performance will not be achieved without the support of employee performance (Vitria & Dahlan, 2018). Therefore, the company must plan. Quality development of employees means that the organization seeks to build and create a quality force in an organization in the company. Moreover, regional drinking water companies really need good human resource management to optimize services to people who really need clean water for daily needs.

A factor that can help achieve organizational goals is employee effectiveness. Organizations or companies engaged in the manufacturing and service sectors in order to live longer and generate profits and benefit the environment and the organization itself, must be quality-oriented (Agustin et al., 2022). This means that the organization must have a competitive advantage and have employees with unique abilities. From previous research by (Purwanto et al., 2020) Data collection was carried out by simple random sampling via electronic sampling of the population of Puskesmas employees in Pati Regency in Indonesia. The returned and valid questionnaire results were 92 samples. Data processing using SEM method with SmartPLS 3.0 software. The data collection technique uses a questionnaire with Likert scale.

In the next study (Alamsyah, 2016) the occurrence of a shift from one paradigm to another, not without cause. Every time a new paradigm appears, of course there is a problem with the previous paradigm. Thomas Khun¹ explained that if as long as the works produced (including theories) accumulate support for paradigms, then science is in a normal state (normal science). But if at any time works are found that produce deviations that cannot be explained by the existing paradigm, then this condition is called anomalies.

This anomalous condition then makes people no longer believe in the existing paradigm and try to build a new paradigm. When people begin to disbelieve in the old paradigm, and try to find / build and switch to the new paradigm, then this condition is what Thomas Khun (1993) called the "Scientific Revolution". After the revolution people will find a new paradigm with the support of new theories, then the science in question returns to normal conditions. In the next study (Wardhani & Riharjo, 2015), the concept of New Public Management (NPM) used in this study is represented into four variables, namely; clear and measurable goals, decentralization, incentives and performance measurement systems. This study aims to examine the effect of implementing clear and measurable objectives, decentralization, incentives and performance measurement systems on improving organizational performance. The sampling technique used is purposive sampling. The sample criteria used were respondents who had positions as section heads (echelon 2, 3, and 4 officials) in work units. From these criteria, samples obtained were eighty section heads in work units from eight Pratama Tax Service Offices (KPP) in the Surabaya area.

Further research (Wardani et al., 2016) the influence between the variables of the Familiarity Principle and the Integrity Principle as variables of Organizational Culture on Employee Performance simultaneously and partially. This research uses explanatory research method with quantitative approach. The research sample used was a saturated sample, namely 56 employees of the administrative department of PT Karya Indah Buana Surabaya. The data analysis used is descriptive analysis and inferential statistical analysis. In the next research (yuke Rahmawati, 2014) every part or division in a company must be able to manage and optimize existing human resources. HR management is inseparable from employees in the company who are expected to realize what is the goal of the company. Employees are valuable assets for companies that have a strategic role in the company's organization. Employees can act as planners, supervisors and controllers of activities in the company.

In this article, the author discusses the emergence of influences / impacts that are often caused by New Public Management, Organizational Culture and Competency on employee performance. with this, the author takes several problem formulations that become discussion points in literature review articles so that they can focus on literature review and research methods used Problem formulations in this article, among others.

1. The influence of *New Public Management* on employee performance.
2. The influence of *Organizational Culture* on employee performance.
3. The effect of *Competency* on employee performance.

RESEARCH METHODS

The method of writing scientific articles is a qualitative method and literature review or library research. Qualitative research is research that discusses and raises the meaning of individuals and community groups derived from social problems (Dheo Rimbano, 2023) Qualitative methods aim to uncover the hidden meanings behind phenomena that occur in society

Literature study or literature review is one technique in collecting data carried out by the process of procuring studies or review studies from books or other literacy relevant to the research topic. Literature review activities are carried out with the aim of obtaining data, understanding and sources related to the researcher's problem topic (Rimbano, D dkk (2022)

As Figure

1. Shows a frame of mind.

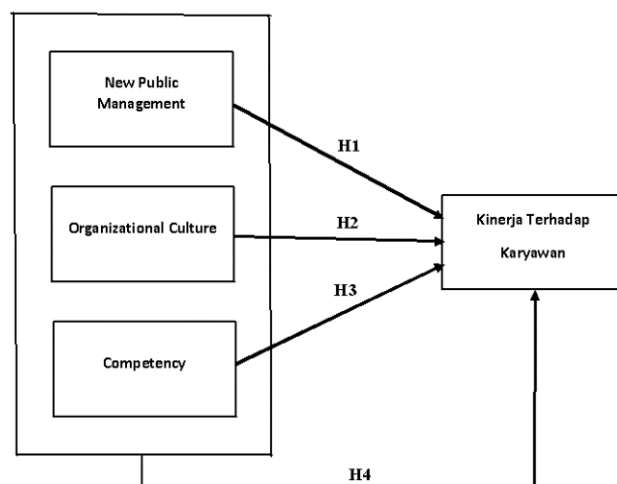


Figure 1. Frame of Mind

In this article, the author also uses journal articles that have been accredited and not yet accredited. Articles and journals used are sourced from SINTA and Google Scholar.

The following is related previous research:

Table 1. Related previous studies

| No | Author (year) | Previous Research Results | Similarities with this article | Differences with this article |
|-----------|--|--|---|---|
| 1 | (Ilman Ataunur, Eny Ariyanto ² , 2015) | The Effect of Competency and Training on Employee Performance of Pt Adaro Energy Tbk | The Effect of Competency on Employee Performance | The influence of competence has an influence on the performance of employees of Pt Adaro Energy Tbk |
| No | Author (year) | Previous Research Results | Similarities with this article | Differences with this article |
| 2 | (Mufarrohah, Sutrisno T, Bambang Purnomosidhi, 2013) | The Influence of Organizational Culture, Leadership Style, and Local Government Performance Competence (Empirical Study in Bangkalan District) | Organizational Culture Has a Significant Effect on Employee Performance | The influence of organizational culture and competence of local government of Bangkalan district |
| 3 | (Ainanur & ; Tirtayasa, 2018) | The Influence of Organizational Culture, Competence and Motivation on Employee Performance | Organizational culture and competence affect employee performance | Motivation affects employee performance |
| 4 | (Yayan Sudaryana, 2021) | Effect of Competence, Organizational Culture, and Motivation towards Employee Performance at Pt Kukuh | Competence and Organizational Culture have a significant effect on employee performance | - |

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|-----------|---|---|---|---|
| | | Tough Sandang Mills | | |
| 5 | (Dedi Andika Krisna, Adya Hermawati, Muryati, 2021) | The effect of management support on user capabilities and its implications on service quality and job satisfaction | Management's influence and capabilities are significant on employee performance | Motivation has a significant effect on employee performance |
| 6 | (Dwi Antoro, 2014) | Leadership influence, organizational culture, and commitment Top Management on Knowledge Transfer and Its Impact Towards Lecturer Performance | Organizational culture influences performance | Top Management leadership and commitment influence Transferknowledge |
| No | Author (year) | Previous Research Results | Similarities with this article | Differences with this article |
| 7 | (Gusni Ami Jayanti, Nazwirman, 2020) | Employee Performance Model: Leadership, Work Culture, and Motivation Work with Job satisfaction intervening variables | New Public Management and Organizational Culture affect employee performance | New Public Management has an influence on Performance |

| | | | | |
|-----------|---|--|--|--|
| 8 | (Reza Zarvedi, Rusli Yusuf, Mahdani Ibrahim, 2016) | The influence of leadership, organizational culture and competence on employee performance and its implications on the performance of the Pidie Jaya district secretariat | New Public Management affects employee performance | Motivation affects employee performance |
| 9 | (Heri Santoso, Nasharuddin Mas, Muchlis Mas'ud, 2022) | The Effect of Employee Engagement and Competency on Employee Performance through Good Governance as an Intervening Variable (Study on Employees of Prigen Sub-District Office, Pasuruan Regency) | The effect of competence on employee performance | The influence of Employee Engagement and competence affects employee performance through Good Governance |
| 10 | (Nurhazizal M, Yesi Muthia Basri, Azwir Nasir, 2019) | The Influence of Organizational Commitment, Leadership Style and HR Competence on Village Government Performance: Good Governance as a Mediator | The effect of competence on employee performance | - |
| No | Author (year) | Previous Research Results | Similarities with this article | Differences with this article |

| | | | | |
|----|--|---|---|--|
| 11 | (Richard Kending, Riane Johnly Pio, Wehelmina Rumawas, 2020) | Leadership Style, Organizational Culture and Innovation Its Effect on Employee Performance | Organizational culture has a significant effect on employee performance | - |
| 12 | (Baba, 2017) | Influence Compensation, Communication and Organizational Culture on the performance of Employees of Pt.Semen Bosowo Maros | Organizational culture affects performance | Effect on Performance |
| 13 | (Marliana, budhiningtias winanti, 2011) | The Effect Of Competency On Employee Performance (Survey At Pt. Frisian Flag Indonesia West Java Region | Competency Affects Employee Performance | - |
| 14 | (Rofikotul Arfati, 2018) | Influence Knowledge Management, Organizational Culture on Organizational Performance | Knowledge management, organizational culture affects organizational performance | - |
| 15 | (Wardhani & Riharjo, 2015) | The Effect of the Application of the New Public Management Concept towards Organizational Performance Improvement | New Public Management Significant effect on employee performance | New Public Management has an influence on employee performance |

| No | Author (year) | Previous Research Results | Similarities with this article | Differences with this article |
|----|--|--|---|---|
| 16 | (Andi Hendrawan, Aneu Yulianeu, Kristian Cahyandi, 2018) | Competency has a significant effect on performance | Competency has a significant effect on performance | - |
| 17 | (Sri Hartati, 2020) | Application of New Public Management (NPM) Model in Bureaucratic Reform in Indonesia | New Public Management has a significant effect on performance | - |
| 18 | Muhammad Andi Prayogi, Muhammad Taufik Lesmana, Lukman Hakim Siregar, (2016) | The Influence of Work Competence and Discipline on Employee Performance | Competency has a significant effect on performance | The Effect of Competency on Employee Performance |
| 19 | Rudy Fahrurazi, Saladin Ghalib, Hasanur Arifin, (2014) | The Influence of Communication and Organizational Culture on Employee Performance of Pt. Bank Pembangunan Daerah Kalimantan Selatan Banjarmasin Region | Organizational culture has a significant effect on employee performance | The Effect of Communication on the Performance of Employees of Pt. Bank Pembangunan Daerah Kalimantan Selatan Banjarmasin |

| | | | | |
|----|------------------------|---|---|---|
| 20 | Lili Indrawati, (2021) | The Role of Organizational Culture on the Implementation of New Public Management in Improving Public Sector Managerial Performance | Organizational culture and New Public Management have a significant effect on performance | Organizational culture towards the implementation of New Public Management in improving the public sector |
|----|------------------------|---|---|---|

RESULT

New Public Management affects employee performance

NPM is a suitable concept to apply, because it focuses on performance-oriented public sector (public service) management; reducing bureaucracy; accountability for results; dividing public administration into work units; cost reduction and efficiency; and the freedom of administrators to run the organization in a healthy competition and in a better direction. Therefore, to improve the performance of the public sector requires changes in the organizational culture environment. The organizational culture of the public sector is different from the culture of private sector organizations, namely the culture of bureaucracy. This culture is known to be centralistic, procedural, structured, rigid, careful, and uniformity (Sutrisno & Purnomosidhi, 2013).

Organizational culture includes culture, norms and customs that apply every day, every organization has a distinctive culture because each organization has a different personality. Elements of organizational culture are very important in the management of state institutions when managing related agencies, so that they can achieve the goals that have been planned economically, effectively and efficiently. Because the back and forth of a field will depend on the implementation of the organizational culture of its apparatus and those who implement and manage governance in that field.

Organizational Culture affects employee performance

Organizational culture, competence and motivation are some of the factors that support employee performance. To achieve success in an organization, a strong foundation of competence, leadership, employee competence and organizational culture is needed that is able to strengthen and simplify competence.

The definition of organizational culture as norms, values, assumptions, beliefs, philosophies, organizational habits and so on (organizational culture content) developed over a long time by founders, leaders and members of the organization that are socialized and taught to new members and applied in organizational activities so as to influence the mindset, attitudes and behavior of organizational members in producing products, serving consumers and achieving organizational goals (Pasaribu, 2015) In its development, Organizational Culture is strategically and significant in the company. Organizational culture as a pattern of basic assumptions created, discovered or developed by certain groups when learning to deal with problems of external adaptation and internal integration that have worked well enough to be considered valid. In addition, organizational culture is shared

assumptions and beliefs about the world and their place in it, the nature of time and space, human nature, and human relationships.

Based on the results of research by (Ainanur & Tirtayasa, 2018) under the title The Influence of Organizational Culture, Competence and Motivation on Employee Performance with the conclusion of the research results show that partially organizational culture variables have a significant positive effect on the performance of employees of PKS Sawit Langkat PT. Nusantara Plantation IV.

Based on the results of research (Nugroho, 2013) entitled The Influence of Organizational Culture and Transformational Leadership Style on organizational commitment and employee performance (Study at the Center for Development and Empowerment of Educators and Education Personnel / Vocational Education Development Center Malang) with findings from the results of the analysis that organizational culture has a positive and significant effect on employee performance. Organizational culture positively affects the performance of PT. Bosowa Maros Cement. This shows that the organizational performance culture of employees is getting better because basically as human resources, they need something that can stimulate their desire to be able to work hard to achieve their goals can increase creativity and enthusiasm within the limits of their respective abilities.

Organizational culture will be a source of competitive advantage if it creates attributes by combining elements of knowledge, specificity, tacit, and social affiliation. The statement that organizational culture is associated with performance based on the perceived role of culture in creating competitive advantage Based on this discussion, an analysis can be compiled that shows that organizational culture has a positive and significant effect on employee performance.

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The discussion of the influence of organizational culture on employee performance led to various studies on literacy, including (Ainanur & Tirtayasa, 2018), (Baba, 2017), (ARFATI, 2018) showing that organizational culture affects employee performance.

Competency Affects Employee Performance

Every organization is formed to achieve certain goals, and if achieved it cannot be said to be successful. To achieve success, a strong foundation of competence is needed. Thus, competencies become very useful to help organizations improve their performance. Competence is indispensable in every human resource process. The more competencies considered, the more performance improves. According to (Arifin, 2015) Competence has a significant influence on employee performance, this is supported by research by (Baba, 2017) competence has a significant positive effect on employee performance.

The competencies possessed by individual employees must be able to support the implementation of organizational strategies and be able to support any changes made by management so that the competencies possessed by individuals

can support a team-based work system. (Wibowo, 2007) said that competence causes a person's work orientation on results, the ability to influence others, increase initiative and so on. In turn, increasing competence will improve the performance of subordinates and their contribution to the organization will increase.

Some aspects contained in the concept of competence are as follows (Gordon, 2000):

a). Knowledge, which is awareness in the cognitive field. For example, an employee knows how to do learning identification, and how to do good learning according to the needs that exist in the company.

b). Understanding, namely cognitive and affective depth possessed by individuals. For example, an employee in carrying out learning must have a good understanding of the characteristics and working conditions effectively and efficiently.

c). Value (value), is a standard of behavior that has been believed and psychologically integrated in a person. For example, the standard of behavior of employees in carrying out duties (honesty, openness, democracy, etc.).

d). Ability (skill), is something possessed by individuals to

carry out duties or work imposed on employees.

e). Attitude, which is a feeling (pleasure-dislike, like-dislike) or reaction to a stimulus that comes from outside. For example, the reaction to the economic crisis, the feeling of a salary increase.

f). Interest, is a person's tendency to do an action. For example, doing a work activity. Competency indicators according to (Hutapea and Nurianna, 2008) are, 1) Knowledge: awareness in the cognitive field, for example an employee an employee knows how to identify learning and how to do good learning according to the needs that exist in the company.2) Skills: the ability to perform certain physical or mental tasks.

Discussions on the influence of New Public Management in employee performance have resulted in many literacy studies, including: (Surya & Hastuti, 2022), (, Muthia Basri & Nasir, 2019),, (Yayan Sudaryana, 2021), (Santoso et al., 2022), (Dwi Antoro, 2014), (Ami Jayanti & Nazwirman, 2020), (Zarvedi et al., 2017), (Mansyur, 2018), (Neni, 2002), (, 2019), (Fahrurazi et al., 2014), (Robbins & Judge, 2016), (Hersugondo et al., 2021).

CONCLUSION

Based on the description, findings and discussion that the author has discussed previously, the author concludes that to make hypotheses for future research on the influence of *New Public Management*, *Organizational Culture* and *Competency* on employee performance, namely:

- 1) The influence of *New Public Management* on employee performance.

- 2) The influence of *Organizational Culture* on employee performance.
- 3) The effect of *Competency* on employee performance.

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