

ANTECEDENTS OF WORK PERFORMANCE IN THE INDUSTRY AND ORGANIZATIONS REALM IN INDONESIA

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Abstract

Work performance is a critical factor that employees can enhance through a strong sense of responsibility towards their duties. Evaluating employee job accountability involves assessing their work performance as a measure of their contributions and achievements within the company. This research aims to provide an overview of antecedents of work performance from an industrial and organizational psychology perspective. Conducted from September 2022, the literature review applied strict inclusion and exclusion criteria, analyzing 10 selected articles. Employee work performance thrives on positive stimuli that mitigate stress and motivate improved job performance. A significant finding highlights the role of positive stimuli, such as rewards, recognition, and growth opportunities, in enhancing employee performance. When employees feel valued and appreciated, they exhibit higher motivation and engagement, leading to enhanced overall performance.

Keywords: *Work performance, Working motivation, Employee, Laborer, Stress*

1. INTRODUCTION

In the realm of industry and organizations, the actualization of achieving goals is an important thing, but in this case, the world of industry and organizations is getting into competitive times, hence many companies engaged in industry and organizations experience a significant setback. The formation of individual character has a pivotal role in the industrial and organizational realms. This aspect includes the creativity and activity of human resources who have an important role in the progress or deterioration of the industrial and organizational realms. Therefore, the main thing to pay attention to in the industrial and organizational realms is the work results of employees and members under established rules.

The achievement of the goals of an industry and an organization does not merely depend on modern equipment, adequate facilities, and infrastructure but a pivotal factor, the videlicet individuals who run them (Aldi & Susanti, 2019). Therefore, it is necessary to introduce, create and develop an industrial and organizational culture within a company to create individuals who can work effectively and efficiently following the goals of the company. Thus, culture in industries and organizations are interrelated with each other and individuals, such as management styles and management systems. Based on what was stated previously, individual work performance is important in the industrial and organizational realm.

Work performance as a process of evaluation or employee performance assessment as a means of improving personnel decisions and providing any suggestions (feedback) to employees. It can be said that working performance is the contribution or achievement given by employees in carrying out their duties and responsibilities. According to Ardian (2019), work performance has an important role in reviewing the performance or abilities of employees in the company. This is confirmed that employees produce work performance through roles or tasks assigned by the company which includes employee

abilities, experience, desires, and time (Aldi & Susanti, 2019). Hence, work performance is the result of employee performance under the roles and responsibilities given by the company.

The process of achieving work performance requires the dominant aspect, namely HR or human resources. This concerns individual readiness for performance planning in the company, if the individual lacks enthusiasm or motivation, then the performance planning that was previously designed will be in vain. Individual work performance is strongly influenced by individual psychological conditions such as work motivation, work stress, and social support. In addition to the increase of competitive industrial and organizational developments, companies or agencies need employees who have high achievements. By the same token, employees also need feedback on the performance which been carried out during the process at the company (Utami, 2017).

Every company in the industrial and organizational realms wants to achieve success and existence in the community, so they need working performance. The process of forming work performance must require complex stages, such as the excogitation of qualified human resources and the preparation of programs that are convenient to the problems found in the company (Sabrina, 2017). For this reason, every company must be able to create quality employees or human resources in ways that are suited to improve the work performance of these human resources, due to human resources being the primary elements of work performance.

Optimization of work performance will be better if propped by organized management in building an authentic self-image. Work performance is an important factor for employees in supporting successful performance in the company. The achievement of work performance for employees certainly has a long process under their respective responsibilities or roles in the company. Employees need to know their potential, skills, work motivation, and other aspects related to the process of increasing work performance.

Work performance is significant in the realm of industry and organizations. Therefore, studies on work performance antecedents will be able to provide many benefits. In addition, an antecedent study of work performance needs to be carried out to summarize what variables influence work performance.

2. LITERATURE REVIEW

Table 1. Previous Research

Research Title	Research Method	Research Results
The Relation Between Work Stress and Creativity on Work Achievement (Sabrina, 2017).	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	The results of this study stipulate that there is a significant relationship between work stress and creativity on employee performance at the East Kalimantan TVRI with F-statistic result 15.033 (F-statistic > F-table = 3.11); R2 = 0.276; and p = 0.000 (p < 0.005). In addition, based on

Research Title	Research Method	Research Results
		the gradual regression analysis model which presenting a significant side effect of work stress on performance, beta = -0.172; t-statistic = -2.249 (t-statistic < t-table = 1.9893); and p = 0.027 (p < 0.05). Then, the results of the gradual regression analysis on creativity on work performance stipulate that a positive and very significant effect with beta = 0.334; t arithmetic = 5.343 (t arithmetic > t table = 1.9893), and p = 0.000 (p < 0.05) do exist.
The Relation Between Work Stress and Work Performance in Yamaha Motor Sales Personnel (Febrianto et al., 2018).	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	The results of this study record that the upshot of the product moment (Pearson) correlation analysis presented as = -0.026 with an insignificant level of p = 0.889 (p > 0.01) meaning that there is no outstanding relationship between work stress and work performance, by that means the hypothesis proposed is failed.
The Effect of Work Stress and Work Motivation on Employee Performance at PT. Frisian Flag Indonesia in Padang Region (Aldi & Susanti, 2019).	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	As claimed by the upshot of testing multiple linear regression analysis, it was found that the variable work stress handicaps work performance, on the other side, work motivation has a positive side effect on employee performance at PT. Frisian Flag Indonesia Padang Region.
The Influence of Motivational Factors from a Financial, Psychological, and Social View on Employee Performance at PT. Gelora Djaja Surabaya (Nurcholidah, 2019).	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	The outcome of multiple regression analysis $Y = 2.827 + 0.243 X_1 + 0.185 X_2 + 0.432 X_3$. Results t1 (financial) 2.882, t2 (psychology) 2.122, t3 (social) 4.388 > table 2.05553. Calculation of F-statistic 12.213 > F-table

Research Title	Research Method	Research Results
		2.98. As been concluded from this research, social factors have a massive influence on employee performance, motivational factors in terms of financial, psychological, and social have a fragmentary effect on employee performance, and motivational factors in link of financial, psychological, and social effect simultaneously on employee performance at PT. Gelora Djaja Surabaya.
Analysis of the Effect of Work Motivation on Lecturer Work Performance at the College of Economics Aas (Utami, 2017).	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	The outturn of this study indicates that there are just two independent variables that have a significant leverage on the work performance of lecturers and three independent variables that have no significant leverage on lecturer performance. Two independent variables partially have a significant leverage on the work performance of the STIE-AAS lecturers, the videlicet variables of the need for security and the necessity for self-esteem. From other condition, the three variables that partially have no crucial leverage are physiological, social, and self-actualization needs.
The Effect of Work Environment and Work Stress on Employee Performance at PT. Automation System Pro (Soeseno & Putri, 2018)	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	The results of this study show an internal regression coefficient of 11.619, a powerful other of -14.210, and a chance of -12.316. These results indicate a relationship between the dimensions of locus of control on work performance.
The Impact of Work Motivation and Work Environment on Employee Performance	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	Build upon the calculations from the T-Test, it is guaranteed that work motivation has a crucial

Research Title	Research Method	Research Results
at PT. Indo Metro (Suwanto, 2017)		leverage on work performance and the work environment has an influence on employee performance at PT. Indo Metro.
The Effect of Development and Motivation on Employee Performance at PT. Bekasi Surya Pratama (Lesmana, 2020).	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	Build upon the calculations from the T-Test, it is proven that work motivation has a significant side effect on work performance and the work environment has an impact on employee performance at PT. Bekasi Surya Pratama
The Influence of Compensation, Motivation, and Work Discipline on Employee Performance (Shofwani & Hariyadi, 2019).	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	Referring to the results of the analysis in this study, we are able to see that compensation has a massive positive effect on the work performance of Blue Marlin Café Kedonganan employees. Motivation has a massive positive effect on employee performance at Blue Marlin Café Kedonganan. Work discipline has a big positive effect on employee performance at Blue Marlin Café Kedonganan. Suggestions that can be given, Blue Marlin Café Kedonganan must pay attention to the provision of compensation with a fair policy by the work performance of employees in improving their work performance. Management is expected to maintain and pay attention to the motivation given to subordinates when experiencing difficulties in accomplishing their work.
Correlation of Employee Motivation with Employee Performance in Serambi Dana Purworejo Multi-Business Cooperative (Warsono, 2014)	Quantitative. The regression test data analysis technique uses a questionnaire research instrument based on the scale to be measured.	Referring to the descriptive analysis, it shows that employee motivation is high (78.26%), while employee performance are relatively high too (82.60%). Quantitative analysis

Research Title	Research Method	Research Results
		shows that: the work motivation variable with work performance has a positive tie-in coefficient (r) of 0.994, so the coefficient of determination (r ²) is 0.9880 which means that work motivation influences work performance by 98.80%, in other case stated that 1.2% is influenced by other factors unresearched. The proposed hypothesis is accepted.

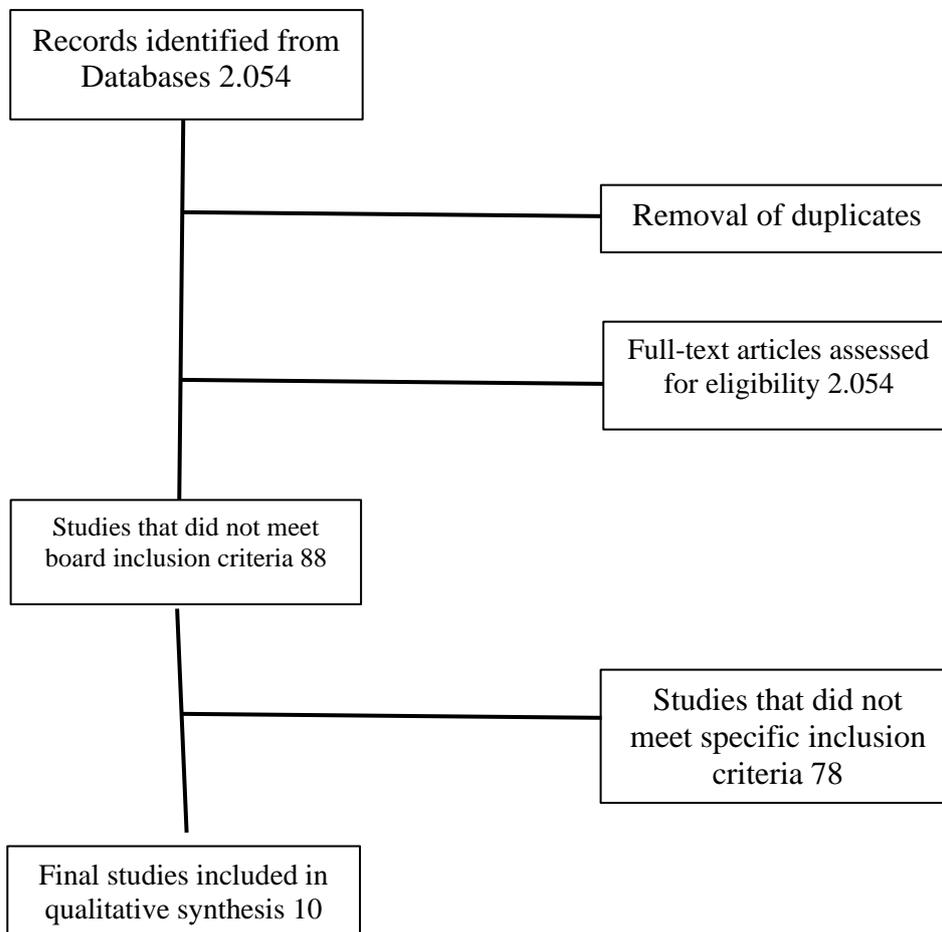


Figure 1. Literature Selection

3. RESULTS AND DISCUSSION

The literature review results prove that there are antecedents to work performance. In this case, the antecedents can be positive or negative. The results show that the variables of work motivation found in 7 articles are positively associated with work

performance. In addition, the work stress variable found in 4 articles stated that there are 3 articles that had a positive relationship with work performance and 1 article stated that it had a negative relation with work stress. Furthermore, the work environment variables found in 2 articles stipulate that they were positively related to work performance, and lastly, the variables of development, compensation, work discipline, and creativity, each of which was found in one article stated that they were positively related to work performance.

The results of research conducted by Utami (2017), Suwanto (2017), Warsono (2014), and Lesmana (2020) state that works motivation influences employee performance. Meanwhile, based on previous research conducted by Aldi & Susanti (2019) stipulate that work motivation does not affect employee performance. This statement is based on the results of a significance value of 0.815 in the testing phase which is carried out using an error rate of 5%. So, because a significance value of 0.815 is obtained which is greater than 0.05, it is proven that work motivation does not affect work performance.

In addition, motivation occurs not based on individual desires that arise by themselves, but there is something that encourages motivation to appear. Maslow's opinion is following the theory put forward which states that motivation is a strong encouragement from within the individual to achieve organizational goals based on ability and effort to meet their needs. In this case, 4 theories are related to work motivation, namely Maslow's hierarchy of needs theory, Clayton Alderfer's ERG theory, Herzberg's theory, and David Me Clelland's needs theory. These studies only focus on one theory that is closely related to employee motivation, namely Maslow's hierarchy of needs theory which consists of physiological needs, the need for security, the need for love, the need for self-esteem, and the need for self-actualization.

The theory from Maslow above is in line with the summary of previous research conducted by Utami (2017), Suwanto (2017), Warsono (2014), Aldi & Susanti (2019) and Lesmana (2020). Some of these previous studies stated that the variable work motivation correlates with physiological needs aspects, the need for self-esteem, and self-actualization.

Physiological needs according to Maslow's hierarchy include basic needs such as eating, drinking, oxygen, and rest (Finatariyani & Cahyani, 2022). Individuals who tend to pay less or not pay attention to their condition, or in the sense that they don't drink, eat and rest tend to hinder their motivation to work because they feel tired at work. The need for self-esteem includes respect, self-respect, and respect for others. Individuals need awards for themselves and others. Awards that function as a reward for the hard work that has been done by one. Individuals who rarely get rewards while working tend to have low work motivation. On the contrary, individuals who often get awards tend to have high work motivation. In the last aspect, self-actualization occurs when other needs have been satisfied. Individuals whose work motivation is satisfied are often inclined to be motivated even when they are under pressure. On the other hand, individuals whose work motivation is not satisfied tend to have oscillated easier while working under pressure (Utami, 2017)

On the work stress variable, the results of research conducted by Sabrina (2017) Febrianto et al. (2018), Soeseno & Putri (2018), and Aldi & Susanti (2019) state that works stress experienced by employees is always associated with many job demands, doing work that is not under the field, and the team is not cohesive in completing group

assignments given by the company. In addition to job demands, team cohesiveness, and limited deadlines, other factors are relationships with co-workers that are not by the wishes tend to be the cause of work stress on employees, which in the end always has an impact on disputes between employees. Usually, employees who experience work stress, based on research conducted by Sabrina (2017), are often experiencing excessive anxiety disorders, feelings of panic, giving up easily, being pressured by their surroundings, and excessive nervousness.

One study that appointed work stress was negatively related to work performance conducted by Febrianto et al. (2018) stated that one of the reasons for work stress needs to be understood because work stress is related to productivity, and productivity is related to employee performance. However, the results of the Pearson correlation test showed that $r = -0.026$ with an insignificant level of $p = 0.889$ ($p > 0.05$) which indicated that there was no relationship between work stress and work performance (Febrianto, 2018).

In connection with the summary of research conducted by Sabrina (2017), Febrianto et al. (2018), Soeseno & Putri (2018), and Aldi & Susanti (2019), work stress can be seen based on an individual's unstable emotional condition, feeling uneasy, likes to be alone, has trouble sleeping, excessive smoking behavior, unable to relax, anxiety, nervousness, increased blood pressure and digestive disorders (Mangkunegara, 2005). In addition Robins & Judge (2013) inclines that the effect of work stress is not always negative by means work stress may provide benefits for the company. It leads to speculation of a certain level of stress employees tend to be motivated to complete their tasks in earnest. But point out, employees who experience work stress will show changes in behavior. Later this will become a benchmark for the company in reviewing the changes that have ensued as a form of effort to overcome excessive work stress experienced by employees.

Work stress can potentially reduce the creativity of employees. With high work stress experienced by employees, it tends to cause employees to be unable to create creative ideas and tends to be monotonous (Sabrina, 2017). If work stress has reached the highest level, it will have an impact on decreasing employee performance. Employees will experience a loss of ability to control themselves and make job decisions, as well as the heaviest impact of decreased work performance for employees, namely dismissal of employees, feelings of hopelessness, and the desire to escape (Suswati & Ayyubi, 2008).

The research conducted by Soeseno & Putri (2018) states that the work environment influences work performance. In line with this, Lesmana (2020) also inclines that the work environment affects employee performance. The work environment is a significant factor in developing employee performance because the work environment is closely related to the ability of employees to complete work. Later this will indirectly influence the ability to improve employee performance. The work environment can be said to be good when employees can carry out their duties optimally, safely, and comfortably. Therefore, the process of determining the work environment greatly affects the ability of employee performance. If the work environment tends to have a negative influence, the process of forming employee performance is likely obstructed (Noor, 2013).

Research conducted by Lesmana (2020) states that development influences employee performance. In this case, development focuses on improving work effectiveness in achieving predetermined work results. In addition, skill cultivation has a role in ameliorating employee knowledge, skills, and attitudes.

Oftentimes, the skill cultivation process is carried out by the coach. Coaches have a massive contribution to improving employee performance in a particular job which is the duty of the employee. In this case, the goal of employee development is to improve employee knowledge in carrying out tasks and general knowledge related to their duties, improve employee skills in dealing with new jobs, and improve employee attitudes in carrying out their duties (Hasibuan, 2017). If all the goals of employee cultivation have been achieved, it will be easier for employees to achieve higher work performance scores, due to the basic knowledge obtained from the employee cultivation process (Lesmana, 2020).

The next variable is compensation and work discipline, compensation focuses on income which can be in the form of money, goods, or services received by employees in return for services provided by the company (Utami, 2017). In addition, work discipline variables will focus on the employee's ability to comply with work rules (Hasibuan, 2017) Research conducted by Shofwani & Hariyadi (2019) states that compensation and work discipline have a significant effect on work performance.

Hasibuan (2004) states that compensation is an income received by employees, which can be in the form of money, or goods directly or indirectly received by employees as a form of compensation for services to the company. The purpose of this compensation is as a form of cooperation bond, job satisfaction, effective procurement, motivation, stability of employees, and encourage employee performance. Companies that always provide compensation to employees promptly incline to increase the level of employee happiness at work which will improve the process of forming employee performance. On the other hand, companies that are always late in providing compensation for their employees tend to reduce the state of employee happiness, thereby reducing employee performance (Nawawi, 2018)

Prawirosentono (1999) adduces that work discipline is a form of employee behavior that tends to follow all policies and rules set by the company, as a form of respect and work agreement with the company where he works. Prawirosentono (1999) adduces that work discipline is a form of employee behavior that tends to follow all policies and rules set by the company, as a form of respect and work agreement with the company where he works. In this case, work discipline tends to be utilized as a company benchmark in measuring the level of employee performance. So that employees who have good work performance can be said to have high work discipline. On the other hand, employees who have low performance tend to be said to have poor work discipline.

Other results presented in research conducted by Sabrina (2017) state that creativity is inclined to increase employee performance. In this case, the work stress experienced by individuals arises due to individual health conditions, psychology, interpersonal relationships, and relationships with co-workers. Therefore, there is a big and small possibility that may be caused by work stress, depending on how long the cause of work stress lasts and the employee's ability to overcome it (Sabrina, 2017). High work stress tends to reduce employees' ability to achieve work performance, reduce employee ability to complete tasks, and reduce employee creativity, whereas employees with low work stress tend to have high creativity, so they can improve work performance (Widhiastuti, 2014) This opinion is under the results of research conducted by Sabrina (2017) which states that work creativity has a positive relationship with work performance, higher employee creativity tends to increase employee performance, hence work performance can be said to be a benchmark that describes employees in carrying out the tasks at hand.

Creativity is a significant factor in getting the best performance from employees. Besides that, creativity is a mental process related to ideas, concepts, and perspectives put forward by employees for the company (Sabrina, 2017). The view from a scientific perspective states that creativity is always associated with the emergence of new things (Widhiastuti, 2014). Reveals that there is a theory of creativity that emerges because individuals are dealing directly with problems in the field. The higher the issues and demands, the easier it is for individuals to come up with ideas and creativity in solving problems in the field. This happens due to the self-defense mechanism will immediately generate new ideas which are individual creative products.

4. CONCLUSION

The results of the research found that there are antecedents of work performance that are negatively or positively related. In this case, we found 7 articles indicating a positive relationship between work motivation and work performance, 4 articles indicating a positive relationship between work stress and work performance, 1 variable indicating a negative relationship between work stress and work performance, and 2 articles indicating a positive relationship between work environment, lastly 1 article shows a positive relationship between development, compensation, work discipline, and creativity.

Work motivation is often seen as a way to inspire individuals to reach their full potential at work. However, employees often experience work stress due to high demands from their company. This can lead to a lack of alignment with their job and a lack of teamwork. The stress employees feel can hinder their ability to achieve their full potential at work. The work environment plays a crucial role in employee performance, as it affects their ability to adapt to their job. A positive work environment is important for employees to achieve their full potential. Work discipline is also essential for employees to succeed in their job and reach their full potential. This research suggests that creativity is a key factor in achieving good work performance, as it allows employees to make positive changes in the company.

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