Literature Review Factors Affecting Professional Organizations Leadership, Organizational Communication, Work Motivation and Performance

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Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews the factors that affect professional organizations, namely: leadership, organizational communication, work motivation, and performance. The results of this research library are that: 1) Leadership has an effect on Professional Organizations; 2) Organizational Communication has an effect on Professional Organizations; 3) Work Motivation has an effect on Professional Organizations; 4) Performance has an effect on Professional Organizations.

Keywords: Leadership, Organizational Communication, Work Motivation, Performance

INTRODUCTION

Background

Every student, both Strata 1, Strata 2 and Strata 3, is required to conduct research in the form of theses, theses and dissertations. Likewise for lecturers, researchers and other functional staff who actively conduct research and make scientific articles for publication in scientific journals.

Based on the empirical experience of many young students and lecturers as well as other researchers, it is difficult to find supporting articles in research as previous research or as relevant research. Articles as relevant researchers are needed to strengthen the theory being studied, to see the relationship between variables and build hypotheses, also very much needed in the discussion section of research results.

The purpose of writing this "Literature Review Paper" is to better understand the material in the "UMB ETIK" lecture, so that it can be implemented in writing scientific articles or Thesis. This "Literature Review Paper" examines theories and scientific articles

from reputable journals related to the themes of the Outcome Base Education (OBE)-based Semester Learning Plan (RPS) to produce a conceptual framework for further research (thesis).

Formulation of the problem

In detail, the purpose of writing this "Literature Review Paper" is to determine the effect or relationship between exogenous variables of Leadership, Organizational Communication, Work Motivation, and Performance (X1, X2, X3, & X4) on the endogenous variables of Professional Organizations (Y):

1) Influence of Leadership on Professional Organizations
2) The Effect of Organizational Communication on Professional Organizations
3) The Influence of Work Motivation on Professional Organizations
4) Influence of Performance on Professional Organizations

THEORITICAL REVIEW

Professional Organization

The organization is a forum that allows the community to achieve results that previously could not be achieved by individuals individually. (Firman et al., 2012)

According to Stephen P. Robbins-Timothy A.Judge (2011:10), Organizational behavior is a field of study that investigates the influence that individuals, groups and structures have on behavior in organizations, which aims to apply knowledge to increase the effectiveness of an organization. organization. Organizational behavior is a real field of study to be studied with various forms of knowledge. (Firman et al., 2012)

Meanwhile, according to I Made Bagus and Fachrudin, organizational behavior is essentially the result of interactions between individuals within the organization. So, to understand the behavior, it is better to first know the individuals as supporters of the organization. (Firman et al., 2012)

Judging from the two definitions above, it can be interpreted that organizational behavior is a study and form of implementation carried out by individuals so that it causes influence and interaction in an organizational forum. (Firman et al., 2012)

Organizational behavior will always be related to work and environmental situations, so there will be many interrelated behaviors such as tasks, work, attendance, job transfer, productivity, human appearance and management. Organizational behavior teaches three determinants of behavior in organizations, namely individuals, groups and structures. In addition, organizational behavior applies the knowledge gained about individuals, groups and the influence of structure on behavior to make organizations work more effectively. (Firman et al., 2012)

Professionals are those who do work that has been mastered or has been compared either conceptually, or technically or in practice. Professionals in terms can be interpreted as work carried out by those who are specially prepared or educated to carry out the work and they receive rewards or results in the form of wages or money for carrying out the work. (Sinambela, 2017)

Ahmad Tafsir said that professionalism is an ideology that teaches that every job must be done by a professional person. A professional person is a person who has a profession,

while the profession must contain expertise, meaning that a program must be based on a special expertise for the profession. (Sinambela, 2017)

Thus it can be concluded that a professional organization is a collection of professional people who have high abilities or expertise gathered in a container to work together rationally, systematically and utilize resources to achieve organizational goals.

Leadership

Among the many elements in the organization, there is one element that can unite all aspects to synergize to achieve one organizational goal, namely the element of a leader who has the ability to communicate and can combine it with an effective leadership style so as to create an organizational atmosphere that can motivate employees to provide best performance.(Mahmudah, 2015)

According to Kartono (2003:1), leadership is "a form of domination based on personal abilities that are able to encourage or invite others to do something based on acceptance by the group, and have special skills that are appropriate for special situations. (Procedures et al. , 2018)

According to Siagian (2013: 3) leadership plays a very dominant role in the success of the organization in carrying out various activities, especially seen in the performance of its employees. (Service et al., n.d.)

A leader can influence his subordinates to work together to produce effective and efficient work. The leader must know and know the people he leads in an organization. The leader is also responsible for all matters relating to the organization he runs. The organization will run well, when the leadership role in an organization is carried out as well as possible and full of responsibility, but on the contrary, if the leadership role is not carried out in accordance with the existing rules of the game, various problems will arise that can hinder or affect people's performance. -people they lead. (Service et al., n.d.)

Discipline and leadership as well as employee work performance can be influenced by sociological and psychological factors. Sociological factors with regard to social relations between employees in an organization with the community. An employee's attitudes and behavior cannot be separated from the conditions of the customs or habits of the environment of origin, therefore the social relationship between employees in an organization and their relationship with the community is a potential factor for the interests of an organization. (Siqueira et al., 2019)

While the psychological factors are those that are concerned with the characteristics and personality of each employee, both in their status as leaders and staff. Even though environmental conditions have been created well, if the psychological conditions of employees are not able to support it, it will affect the process of activities which will ultimately affect work performance in achieving organizational goals that have been set (Siqueira et al., 2019).

Leadership sudah banyak di teliti oleh peneliti sebelumnya diantaranya adalah: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016).

Communication

Communication has an important role in the organization, so that organizational communication with all the theories in it become an important thing to become the center of phenomena in organizations. When in the organization there is a change in the interaction system, communication will help build and maintain the achievement of organizational goals (Mahmudah, 2015). The ability to communicate is the most important tool for a leader to be able to carry out this role. The decisions that will be taken by the organization are the authority of the leader, but appropriate communication can certainly provide convenience in the implementation of these decisions (Mahmudah, 2015). So it can be said that the organization is an interaction between the people in it. So the communication process in the interaction is the main thing in the organization. (Mahmudah, 2015)

Within the organization there are different structures according to the activities carried out and communication plays a role in coordinating the things produced by each of these structures (Mahmudah, 2015). Basically, humans or someone who is in organizational life tries to determine and form something that can accommodate the interests of all parties, so that in carrying out their activities they do not clash with the various attitudes and behaviors of each individual. What is meant is none other than the culture where the individual is located, such as values, beliefs, assumptions, expectations and so on (Brooke, 2008).

Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binding in a particular community. Specifically, the culture in the organization will be determined by the conditions of team work, leaders and the characteristics of the organization as well as the applicable administration process. Why is organizational culture important, because it is the habits that occur in the organizational hierarchy that represent the behavioral norms followed by members of the organization. A productive culture is a culture that can make the organization strong and the company's goals can be accommodated (Brooke, 2008).

According to Furqon (2000:3), organizational culture is a set of behaviors, feelings and psychological frameworks that are deeply internalized and shared by members of the organization (Procedure et al., 2018). Soedjono (2005:23), which says that organizational culture is a system of spreading beliefs and values that develops in an organization and directs the behavior of its members. (Procedure et al., 2018)

Organizational culture can be the main instrument of competitive advantage, ie if the organizational culture supports the organization's strategy, and if the organizational culture can answer or overcome challenges. (Procedure et al., 2018). In the end, the communication and leadership style carried out aims to motivate employees to perform better. (Mahmudah, 2015). Communication sudah banyak di teliti oleh peneliti sebelumnya diantaranya adalah: (C.C. Widayati et al., 2020).

Work motivation

Motivation is something that is widely discussed in communication, management, and leadership. Because motivation has a close relationship with things that cause a person to devote his energy, both mentally and physically, to do something. Everyone has a different will in doing work. (Mahmudah, 2015). Communication and leadership in organizations are

inseparable in organizational life, which leads to increased work motivation of its employees (Mahmudah, 2015).

Communication is also a central phenomenon in organizations. When there is a system change in the organization, communication will help build and maintain the achievement of organizational goals. This is done by providing motivation and providing inspiration among members of the organization who can increase innovation so that the goals that have been set can be achieved. (Mahmudah, 2015). In the organization, it is necessary to have a leadership role who can formulate strategies and have the skills to make the organization flexible and innovative. Leaders who are competent and can be agents of change as well as role models for employees, so as to encourage them to run the organization. (Mahmudah, 2015)

Robbin (2002:55) suggests that motivation is the desire to do as a willingness to expend a high level of effort for organizational goals, conditioned by the ability of that effort to meet an individual need. (Rismayadi & Maemunah, 2016). Siagian (2002:94) suggests that in organizational life, including working life in business organizations, the aspect of work motivation absolutely gets serious attention from managers. (Rismayadi & Maemunah, 2016)

Syamsuddin Makmun (2003) suggests that to understand individual motivation, it can be seen from several indicators, including: (1) activity duration; (2) activity frequency; (3) persistence in activities; (4) fortitude, tenacity and ability to face obstacles and difficulties; (5) devotion and sacrifice to achieve goals; (6) the level of aspirations to be achieved with the activities carried out; (7) the level of achievement or product qualification (output) achieved from the activities carried out; (8) the direction of the attitude towards the target of the activity. (Siagian & Luthan, 2008)

Mangkunegara (2005:101) suggests that there are 2 (two) techniques to motivate employees' work, namely: (1) The technique of meeting employee needs, meaning that fulfilling employee needs is the fundamental underlying work behavior. (2) Persuasive communication technique, is one of the techniques to motivate employees' work which is done by influencing employees extra logically. (Rismayadi & Maemunah, 2016)

Motivation refers to the basic conditions that drive action. The relationship between motivation and action can be identified in motivational theories, so that it can be seen the main conditions underlying the decision to behave in a certain way. (Mahmudah, 2015). Conducting coaching and motivation in order to improve the performance and morale of its employees also requires communication skills. These communication skills also need to be combined with an effective leadership style so as to create an organizational atmosphere that can motivate employees to give their best performance. (Mahmudah, 2015)

Work motivation sudah banyak di teliti oleh peneliti sebelumnya diantaranya adalah: (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016) dan (Aima et al., 2017)

Performance

Hasibuan in Sujak (1990) and Sutiadi (2003:6) suggests that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity and time. In other words, performance is the result of work achieved

by a person in carrying out the tasks assigned to him in accordance with established criteria (Rismayadi & Maemunah, 2016)

Brahmasari (2004:64) suggests that performance is the achievement of organizational goals which can be in the form of quantitative or qualitative output, creativity, flexibility, reliability, or other things desired by the organization (Rismayadi & Maemunah, 2016)

According to Mello, (2006) in Wibowo, (2012; 442) suggests that: (1). Rapid changes in technology continue to cause increasing levels of skill wear and tear. (2). Job redesign in jobs that have broader responsibilities requires human resources to estimate more responsibilities, take initiative, and further develop interpersonal skills to ensure their performance and success. (3). Mergers and acquisitions have increased rapidly. This activity integrates human resources in one organization into other organizations that have very different cultures. (4). Human resources move from one employer to another with a greater frequency than the previous period. With lower loyalty to certain employers and more to human resources careers, more time has to be expended in integrating new human resources into the workplace. (5). The globalization of business operations requires managers to gain knowledge and skills related to language and cultural differences. (Paijan & Ali, 2017)

Waldman (1994); Performance is a combination of behavior with the achievement of what is expected and the choice or part of the task requirements that exist in each individual in the organization. Meanwhile, according to Mangkunegara (2001:67); Performance can be defined as the quality and quantity of work that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him (Brooke, 2008).

Performance is influenced by organizational performance itself which includes organizational development, compensation plan, communication system, managerial style, organizational structure, policies and procedures (policies and procedures). (Rismayadi & Maemunah, 2016)

There are 3 (three) main factors that influence performance, namely individual (ability to work), work effort (desire to work), and organizational support (opportunity to work). (Rismayadi & Maemunah, 2016)

Every human being has the potential to act in various forms of activity. The ability to act can be obtained by humans either naturally (present from birth) or learned. Although humans have the potential to behave in certain ways, that behavior is only actualized at certain times. The potential for certain behaviors is called ability, while the expression of this potential is known as performance (performance). (Rismayadi & Maemunah, 2016)

Every organization will always try to improve the performance of its employees in order to achieve organizational goals. Leadership is one of the issues in management that is still quite interesting to be discussed today. Leaders always provide guidance to employees in order to provide satisfaction and organizational commitment. Increased knowledge, skills, changes in attitudes, behavior, correction of performance deficiencies are needed to improve performance and productivity through training so that employees feel motivated, because they have the ability and expertise in carrying out their jobs and feel an increase in their abilities. (Paijan & Ali, 2017)

Through training and development according to the field of work directed at realizing organizational goals for the smooth implementation of tasks at the same time also directed at realizing the goals of individual employees. (Siqueira et al., 2019). Performance means the

achievement of a person's achievements with respect to the tasks assigned to him. Assessment or evaluation for a job is very important, Performance appraisal is the process through which organizations evaluate and assess employee performance. This activity can improve personnel decisions and provide feedback to employees on the performance of their work

Performance sudah banyak di teliti oleh peneliti sebelumnya diantaranya adalah: (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) and (Agussalim et al., 2016).

WRITING METHOD

The method of writing scientific articles is by using qualitative methods and literature studies or Library Research. Reviewing literature books in accordance with the theories discussed, especially in the scope of Human Resource Management (HRM). Besides, analyzing reputable scientific articles and also scientific articles from unreputed journals. All scientific articles cited are sourced from Mendeley and Google Scholar.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali & Limakrisna, 2013).

Furthermore, it is discussed in depth in the section entitled "Related Literature" or Literature Review ("Review of Literature"), as the basis for formulating hypotheses and will then become the basis for making comparisons with the results or findings revealed in the study. (Ali & Limakrisna, 2013).

STUDY RELEVANT ARTICLES

1. Influence of Leadership on Professional Organizations

Leadership has an influence / relationship on Professional Organizations, this statement is based on articles and research that is relevant and reviewed, including: Elements of leaders who have the ability to communicate and can combine it with an effective leadership style so as to create an organizational atmosphere that can motivate employees employees to give their best performance (Mahmudah, 2015), (Procedure et al., 2018), (Service et al., n.d.), (Siqueira et al., 2019)

2. The Effect of Organizational Communication on Professional Organizations

Work Motivation has an influence / relationship on Professional Organizations, this statement is based on articles and research that is relevant and reviewed, including: Communication has an important role in the organization, so that organizational communication with all the theories in it becomes an important thing to be central phenomena in organizations. When in the organization there is a change in the interaction system, communication will help build and maintain the achievement of organizational goals (Mahmudah, 2015), (Brooke, 2008), (Procedure et al., 2018)

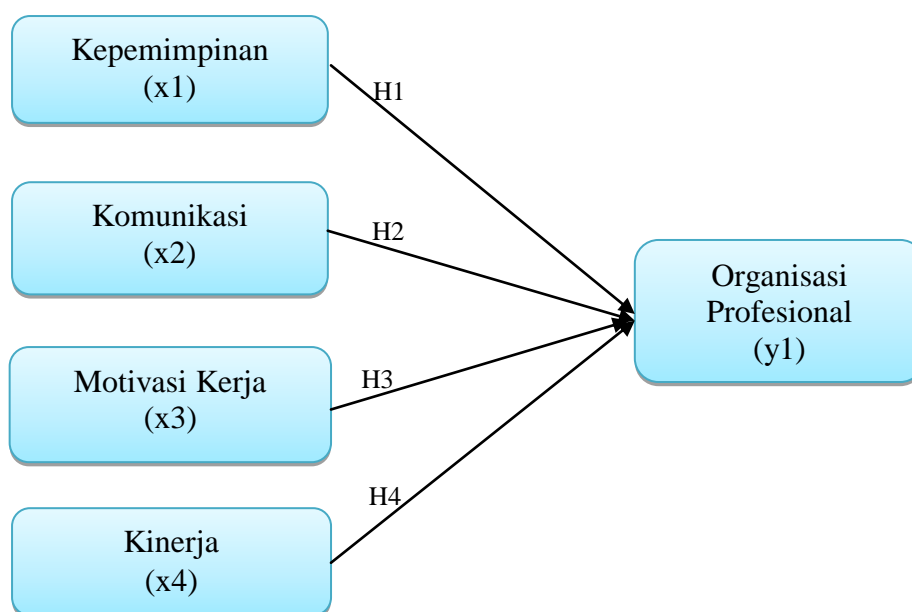### 3. The Influence of Work Motivation on Professional Organizations

Competence has an influence / relationship on professional organizations, this statement is based on articles and research that is relevant and reviewed, including: Communication and leadership in organizations are inseparable things in organizational life, which leads to increased work motivation of its employees (Mahmudah, 2015), (Rismayadi & Maemunah, 2016), (Siagian & Luthan, 2008)

4. The Effect of Performance on Professional Organizations

Work Performance has an influence / relationship on Professional Organizations, this statement is based on articles and research that is relevant and reviewed, including: Performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and earnestness and time. In other words, performance is the result of work achieved by a person in carrying out the tasks assigned to him in accordance with established criteria (Rismayadi & Maemunah, 2016), (Paijan & Ali, 2017), (Brooke, 2008), (Siqueira et al. , 2019).

Conceptual Framework

Based on theoretical studies and scientific article reviews, the conceptual framework for this literature review is:

Figure 1: Conceptual Framework

Based on the conceptual framework picture above, this article discusses the influence of Leadership (x1), Communication (x2), Work Motivation (x3) and Performance (x4) on Professional Organizations (y1). Apart from the 4 factors that affect Professional Organizations (y1), there are many other factors including:
1) Organizational Cultur: (Harini et al., 2020), (Elmi et al., 2016) dan (Limakrisna et al., 2016),

2) Work discipline: (Elmi et al., 2016)**,** (Ali, 1926)**,** (Agussalim et al., 2016) dan (Anwar et al., 2020)**,**

3) Commitment: (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017) dan (Masydzulhak et al., 2016)

4) Kreativitas: (Desfiandi et al., 2017), (Yacob et al., 2020), (Richardo et al., 2020), (Christina Catur Widayati et al., 2020), (Prayetno & Ali, 2020b) dan (C.C. Widayati et al., 2020).

5) Communication: (C.C. Widayati et al., 2020) dan (Christina Catur Widayati et al., 2020)**.**

6) Knowledge: (Desfiandi et al., 2017), (Prayetno & Ali, 2020a), (Mukhtar et al., 2016), (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017), dan (Toto Handiman & Ali, 2019).

7) Education**:** (Sari & Ali, 2019)**,** (Ali & Sardjijo, 2017)**,** (SiVARAM et al., 2019)**,** (Chauhan et al., 2019)**,** dan (Sulaeman et al., 2019)**,** (No et al., 2017)**.**

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the formulation of the article, the results and discussion reviewed and discussed in this article, it can be concluded that to build a hypothesis for further research, it can be concluded that:

1) Leadership influences Professional Organizations
2) Organizational Communication affects Professional Organizations
3) Work Motivation Affects Professional Organizations
4) Performance affects Professional Organizations

Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect Professional Organizations (Y1), apart from Leadership (X1), Organizational Communication (X2), Work Motivation (X3), and Performance (X4) in all type and level of organization or company, therefore further studies are needed to find out what other factors can affect Professional Organizations (Y1) other than those studied in this article.

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