

The Influence of Work Motivation and Organizational Culture on Improving Employee Performance in Financial Division at Companies in Energy Sector

Dita Bagus Hendra Kusuma¹, Windijarto² and Pinky Saptandari³

¹Postgraduate, Universitas Airlangga, Surabaya, Indonesia

²Department of Management, Universitas Airlangga, Surabaya, Indonesia

³Faculty of Social and Political Science, Universitas Airlangga, Surabaya, Indonesia

Keywords: Work Motivation, Organizational Culture, Employee Performance

Abstract: The purpose of this study is to analyze the influence of work motivation and organizational culture on improving employee performance in the field of finance in companies engaged in energy located in east Java. Organizational culture can help to improve employee performance. This is because it can create a strong motivation for employees to develop the best ability to take advantage of opportunities provided by the organization where they are sheltered. In realizing a suitable organizational culture applied to an organization, it requires the support and participation of all employees within the organization. In an effort to achieve employee performance in the field of finance it will be determined by several factors that theoretically have a linkage that includes work motivation and organizational culture. This research uses a quantitative approach by distributing questionnaires to collect the required data. The sample used is 36 employees from finance. Based on the results of simultaneous analysis, work motivation variables and organizational culture variables together affect employee performance. The result of the correlation coefficient value has a strong enough relationship. While the value of coefficient of determination indicates that the work performance of employees in finance is influenced by work motivation and organizational culture.

1 INTRODUCTION

In today's business world competition is getting tighter, both in manufacturing and service industry sectors. That is why companies are trying to adjust to changes that occur inside and outside the company. The smooth running of the company's operations can not be separated from the quality of labor. The better the quality of the workforce the more smoothly the operations of the company. One method that should be used by the leadership of the company to improve employee performance is by providing optimal motivation. Through the motivation given to the employees then the effort to improve employee performance can be achieved in accordance with company goals.

Perry (2008) states that one of the factors behind motivation is organizational culture. Another factor that also has an influence on motivation is the role of the manager. Learning theory suggests that

individuals learn gradually by paying attention to others. The figure of a positive and credible manager makes employees aware the behavior that is needed in their social context and will try to imitate them. Motivation is the process of calculating the intensity, direction, and persistence of a person in achieving goals. Employee motivation can help the company achieve its goals.

An employee can do their job well because they have a high work motivation, both from within themselves and from outside. When an employee does not do a good job, the employee may not have the motivation to work. Motivation is the provision of motives, the inclusion of motives, or actions that cause encouragement.

Motivation as a willingness to give the incentive to someone concerned so that person is working with all their power and efforts. Provision of motivation is one of the goals of a leader for employees to be motivated to work in accordance with the reference work, so that the goal of the

company can be achieved well. It also includes an element of effort, i.e. a quality effort that is directed, consistent with the goals of the organization. Finally, motivational treatment as a process of fulfilling the needs of motivated employees in a state of tension and to relax their tensions out of effort. If the effort succeeds in delivering the fulfillment of the need, the tension will decrease. Motivation will not exist if there is no need and achievement. Motivation grows according to the level of needs, once fulfilled at a certain level, then motivation again meets the higher level and so on.

In general, organizational culture is a system of shared organizational meaning adopted by its members that distinguishes an organization from others. Furthermore, organizational culture is simply defined as the way an organization performs its role or a set of shared beliefs, attitudes, norms and behaviors so that each of its members is guided by these factors to make continuous improvement.

The process of developing good performance is generated if there is communication between employees so as to form an internalization of a strong and understood organizational culture in accordance with organizational values that can generate positive perceptions among all levels of employees to influence the climate of employee satisfaction, which has an impact on improving employee performance.

Year	Realize and Target	Division Performance					Total (%)
		Consumen (%)	Product. (%)	HRD (%)	finance (%)	leadership (%)	
2017	realize	12.98	20.80	8.98	35.83	11.35	89.95
	target	16.00	28.00	13.00	31.00	12.00	100.00

Figure 1: Division Performance year 2017

Based on the description above, a study can be made about the influence of work motivation and organizational culture on improving employee performance. The location and subject of this research will be focused on employees of the company's financial division in the energy sector. The reason is that only the performance of the financial sector has increased to exceed the expected

target, while from the other divisions in the same year none exceeded the target set.

This paper takes steps to improve knowledge about the influence of employees' work motivation and organizational culture in the company to increase employee performance. This paper has two objectives: (1) to investigate and analyze the influence of work motivation on employees influence on work performance (2) to determine whether organizational culture of the company has added value in motivating employees to achieve.

2 LITERATURE REVIEW

2.1 The Relationship between Work Motivation and Employee Performance

An employee can do their job well because they have a high work motivation, both from within themselves and from outside. When an employee does not do a good job, the employee may not have the motivation to work. In one opinion motivation is the provision of the driving force that creates the enthusiasm of one's work so that they will cooperate, work effectively and integrate with all their efforts to achieve satisfaction.

Maslow says that every individual has needs that are structured hierarchically from the most basic level to the highest level. Although Maslow's theory is often used as a framework of analysis there is still a weak side, because the hierarchy is interpreted as terraced and can be analogous to a ladder, then logically the two points may be climbed without going through the first rung first and so on the last rung. Whereas in reality, various types of human needs are endeavored simultaneously, although with different intensities. Differences in perceptions with existing abilities mean people try to meet the satisfaction of the perceived needs of the most urgent by not ignoring all other needs.

The framework of needs expressed by Maslow's theory seeks to show the motives and stages of human needs, whereas Herzberg's theory provides the concept of purpose and intensiveness that can meet the needs. Thus, before determining what factors can encourage or motivate employees, we must first know where the employee is on the level of which need. On the other hand, if it is known that the goals to be achieved by employees can be expected to be the strongest needs, such as money, and goals tend to meet needs at the physiological

level and sense of security, interpersonal and supervisory relations tend to meet social needs, increased responsibilities, challenging jobs and growth is a motivator that tends to meet.

In general, new employees tend to focus their attention on satisfying the lower level needs in their first job, especially security. But once satisfied, they will strive to meet higher levels of need such as intensive needs, creativity and responsibility. There are two factors that affect one's work in the organization, that is the factor of satisfaction that has a driving effect for job performance and morale and job dissatisfaction factors that have a negative influence.

Motivators have the effect of improving job performance or job satisfaction. Maintenance factors prevent the decline of morale even though these factors can not motivate, but can lead to job dissatisfaction or decrease work performance. Improvements to maintenance factors will reduce or eliminate job dissatisfaction but can not be used for the source of job satisfaction. Based on this reason we made the following prediction:

Hypothesis 1: work motivation is a significant influence on employee performance

2.2 The Relationship between Organizational Culture and Employee Performance

Organizational culture is a system of shared organizational meaning shared by its members that distinguish an organization from others (Robbins, 2010). Furthermore, organizational culture is simply defined as the way an organization performs its role or a set of shared beliefs, attitudes, norms and behaviors that guide each of its members on those aspects to make continuous improvement. According to Robbins (2003) the process of forming good performance is generated if interpersonal communication is established so as to form a strong internalization of organizational culture and understood in accordance with the values of the organization that can generate positive perceptions among all levels of employees to influence employee satisfaction in a climate that impacts on performance improvement in employees.

According to Greenberg (2003) the work performance outcome results from the function of a particular job or activity over a certain period of time. In some ways employee performance is very necessary for the implementation of the programs planned yag, because the plan that has been neatly arranged if lacking employee performance would

not be done properly. Achievement of work is a result of work achieved in implementing the tasks assigned that is based on the ability, experience, sincerity and time.

Employee performance of a company is not limited to the willingness and ability of employees to implement the programs of the company, but also to put forward ideas that can improve the welfare of both employees and companies. Performance appraisal is the process through which the organization evaluates or assesses employee performance. If the performance appraisal is well executed, orderly and correct, it can help improve work motivation and also increase organizational loyalty from employees.

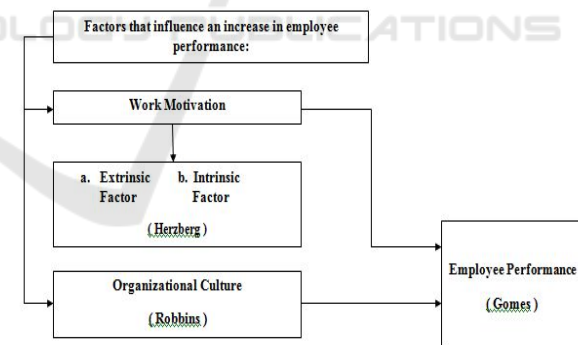
Based on this reason we made the following prediction:

Hypothesis 2: organizational culture has a significant influence on employee performance.

3 METHOD

3.1 Conceptual Model Analysis

The conceptual framework below illustrates a relationship between one concept and another of the problem to be studied. This conceptual framework is used to connect and explain a topic to be discussed.



Picture 3.1: Conceptual model analysis

There are two factors that influence a person's work in the organization, namely the satisfaction factor that has a driving effect on work performance and work morale, as well as job dissatisfaction factors that have a negative influence. Intrinsic factors have the effect of increasing work performance or job satisfaction. Whereas extrinsic factors prevent the decline of working spirit. Improvements to maintenance factors will reduce or

eliminate job dissatisfaction but cannot be used as a source of job satisfaction.

Organizational culture is a consciously coordinated social identity consisting of two or more people with relatively identified boundaries that function sustainably to achieve a common set of goals. Furthermore, organizational culture is a system of organizational meaning or shared meaning adopted by its members that distinguishes an organization from others. While work achievement is a result of work achieved by a person in carrying out tasks that are charged to them based on skills, experience, sincerity and time.

This study focuses on work motivation and organizational culture to improve employee performance with assumptions on the study of human resource development, and with a concentration of business and industry the role of culture and motivation is easier to form according to the needs of the organization today.

3.2 Data Collection and Respondents

For this study data is collected from a state company engaged in energy located in Surabaya province east Java. In 2017 based on report data, the financial and market division was able to exceed the target set by the company, that is 35.83% of the target set by the company at 31%. This is a very good category to leave out of the five divisions as only the financial section is able to exceed the target. Data was collected using a survey questionnaire directly addressed to employees of the finance division. This study refers to the Kerjcie and Morgan formulas to determine the sample size. According to Krjcie and Morgan formulations with (P = 0.5), (d = 5%), the confidence level of 95% and (N = 40) then the sample size (n) for this study was 36.

3.3 Measures

All variables are measured on a Likert response scale ranging from 1 (strongly disagree) to 5 (strongly agree). Motivation in this study was measured using 10 indicators of motivational theory.. This scale summarizes two dimensions of motivation, as a motivating factor and as a nurturing factor. The motivational dimension as motivator factor consists of 5 indicators and as maintenance factor consists of 5 indicators. Alpha Cronbach scale is pretty good ($\alpha = 0.78$).

The organizational culture in this study was measured using 12 indicators of organizational culture theory developed by Susanto (2004). Among them are indicators of leadership, innovation,

conflict tolerance, management support, rewards and communication patterns. Alpha Cronbach in this scale is ($\alpha = 0.91$)

While measuring the performance appraisal uses 8 indicators of theory developed by Greenberg (2003). Among them are indicators of quantity and quality of work, knowledge of individuals, ideas and ideas given, and spirit in carrying out the task. Alpha Cronbach in this scale is ($\alpha = 0.77$)

4 RESULTS AND DATA ANALYSIS

Hyphotheses were tested by using multiple regression analysis for each outcome variable.

Table 4.1: Partial test summary

Model	t	Sig.
1	,940	,354
2	3,750	0,001
3	3,094	0,004

Model 1: Constants
 Model 2: Work motivation
 Model 3: Organizational culture

Based on Table 4.1, it can be concluded that the value of Sig. $0.001 < 0.05$ so H_0 is rejected and H_1 accepted. This shows that the partial Motivation Work variable (X1) affects the variable Work Achievement (Y). So, Hypothesis 1 is supported by this finding.

Based on Table 4.1, it can be concluded that the value of Sig. $0.004 < 0.05$ so that H_0 is rejected and H_1 accepted. This shows that the partial variable Organizational Culture (X2) affects the variable Work Achievement (Y). Then, Hypothesis 2 is supported by this finding.

Table 4.2: Summary of Multiple Regression Analyses

Model	R	R Square	R Square Change	Std. error
1	.560a	.314	.296	2.335

- a. Predictors: constant, work motivation, organizational culture
- b. Dependent Variable: employee achievement

Based on Table 4.2 knowing that the value of multiple correlation coefficient (R), which is the correlation between Work Motivation (X1) and Organizational Culture (X2) is 0.560, it can be concluded that the level of relationship between variables is quite strong.

While the value of multiple determination coefficient is 0,314 or 31.4%. This value indicates that 31.4% of Work Motivation (X1) and Organizational Culture (X2) variables have an effect on Work Achievement variable (Y) and the rest, 68.6%, is influenced by other variables outside of research.

5 DISCUSSION

Organizational culture began to concern scientists throughout the 1950s, but only grew in 1980. In general, organizational culture is a system of organizational meaning shared by its members that distinguishes the organization from others (Robbins, 2010). One of the factors behind motivation is organizational culture. Another factor that also has an influence on motivation is the role of a manager (Perry, 2008).

Based on the data analysis undertaken, it can be seen that the employee work motivation and organizational culture either partially or simultaneously have a significant influence on the improvement of employee performance within the company. This finding is supported by previous research, which shows that work motivation has a significant effect on employee performance.

This relationship indicates that the higher work motivation owned by the employee will also increase the work performance of the employee. This concept is supported in that there are two factors that affect one's work in the organization; that is the satisfaction factor that has a driving effect on job performance and morale and job dissatisfaction factors that have a negative influence.

Another result of this research shows that organizational culture has a significant effect on the improvement of employee performance. This

is supported by a statement from Robbins (2010) in which a good performance foundation process is generated when interpersonal communication exists to form a strong internalization of organizational culture and is understood in accordance with organizational values that can lead to positive perceptions among all levels of employees to influence the climate of satisfaction for employees that impacts on improving employee performance. This conclusion is supported by previous research, which states that organizational culture has a significant effect on increasing employee performance.

6 CONCLUSION

This study found that both the work motivation of the individual employees and the organizational culture of a company have a positive relationship direction. This is because the higher value of motivation and organizational culture will result in increased work performance of the employees. In this case the role of managers also plays an important role because the ups and downs of employee motivation will be directly related to the leadership style of the manager concerned. Besides that, organizational culture has a role as a driving aspect that is able to improve motivation as well as depending on how the company makes policy.

In addition, the role of managers in the company is one of the factors that will determine the work motivation of the employees they lead. The work motivation of employees is influenced not only by the individuals, but also by how well the manager is leading. As good as any human resources owned by the company, if it is not managed properly, sooner or later the quality and commitment of the company will decrease. However, employees are ordinary people who have different needs. By giving more attention to employees, there will be a sense of respect in themselves so that it will make the commitment to the company high and work performance will be directly proportional. If an employee feels comfortable and safe in a company, the best potential that is owned without being asked will surely come out by itself.

REFERENCES

Chen, Li Yueh, 2004. *Examining The Effect of*

- Organization Culture And Leadership Behaviors On Organizational Commitment, Job Satisfaction, And Job Performance At Small And Middle-Sized Firma Of Taiwan.* Journal of American Academy of Business, 5(1/2), 432-438.
- Curry, L.A., Brault, M.A., Linnander, E.L., McNatt, Z., Brewster, A.L., Cherlin, E., Flieger, S.P., Ting, H.H., Bradley, E.H. 2017. *Influencing Organisational Culture To Improve Hospital Performance In Care Of Patients With Acute Myocardial Infarction: A Mixedmethods Intervention Study.* BMJ Quality and Safety.
- Denison and Mishra. 1995. *Toward A Theory Of Organization Culture And Effectiveness.* Organization Science. Vol. 6, No. 2 (Mar. - Apr., 1995), pp. 204-223
- Greenberg, J and Robert A. B. 2003. *Behaviour in Organization.* New Jersey: Prentice-Hall.
- Kreitner, R. dan, Kinicki, A. (2005). *Perilaku Organisasi (Organizational Behavior).* Jakarta: Salemba Empat
- Mathauer., I and Imhoff, I. 2006. *Health Worker Motivation In Africa: The Role Of Non-Financial Incentives And Human Resource Management Tools.* Human Resources for Health 4: 24
- Perry, J L., and Hondeghem, A. 2008. *Motivation in Public Management: The Call of Public Service.* Oxford: Oxford University Press.
- Priyono, 2016. *Metode Penelitian Kuantitatif.* Sidoarjo : Zifatama Publishing
- Robbins, S.P dan Coulter, M. 2010. *Manajemen (Edisi Kesepuluh).* Jakarta: Erlangga.
- Robbins, S.P. 2003. *Organization Behaviour.* New Jersey: Prentice-Hall International Inc.
- Sekaran, U. 2016. *Metode Penelitian Bisnis.* Jakarta: Salemba Empat
- Serpa, S. 2016. *An Overview of The Concept of Organisational Culture.* International Business Management 10(1) : 51-61.
- Sarwono, J. 2006. *Metode Penelitian Kuantitatif dan Kualitatif (Edisi Pertama).* Yogyakarta: Graha Ilmu.
- Sugiyono. 2010. *Metode Penelitian Kuantitatif Kualitatif dan R & D.* Bandung: Alfabeta.
- Susanto, A.B. 2004. *Menjadi Super Company: Melalui Budaya Organisasi yang Tangguh dan Futuristik.* Jakarta: Quantum Bisnis dan Manajemen.
- Torang, S. 2014. *Organisasi dan Manajemen.* Bandung : Alfabeta.
- Wright, B.E., 2013. *Public Service and Motivation: Does Mission Matter?.* University of North Carolina. Public Administration Review