

EFFECT OF EMPLOYEE MOTIVATION, ORGANIZATIONAL CULTURE AND LEADERSHIP ON EMPLOYEE PERFORMANCE PT. L

¹Laksa Adi Hanom Tengtarto, ²Trianggoro Wiradinata^{*}

Ciputra University Surabaya
INDONESIA

Email: ¹ laksa_adi@yahoo.com

ABSTRACT

The purpose of this research is to analyze the influence of employee motivation, organizational culture and leadership on employee performance of PT L. This research uses quantitative approach with Multiple Linear Regression Analysis roomates aims to know the influence of employee motivation (X^1), organizational culture (X^2) and leadership (X^3) on employee performance (Y). In this study included in the population are all employees of PT.L. As many as 124 people. The sample in this research is 95 respondents obtained by Slovin formula with Simple Random Sampling method. Technique of collecting data by using questioner with Likert scale (1-5).

The results of this study indicate that motivation, organizational culture and leadership have simultaneous influence on employee performance in PT. L. Partially, organizational culture variables influence employee performance while motivation and leadership variables have no significant effect on employee performance PT.L.

Keywords: performance, motivation, organizational culture, leadership.

INTRODUCTION

Human resources (HR) is a valuable asset for the company, where the entire process of the company always involves this human resources. Any process of achieving company goals can not be separated from the HR element. Decision-making, decision-making process, until the assessment and evaluation process can not be separated entirely from the human element. Successes and failures of a company are often influenced by people in it or from other factors that result from human actions or decisions within the organization.

Good performance of the organization can be achieved if the employee's performance works well. Well-motivated employees, organizational culture in a healthy company, and good employee leadership have a profound effect on employee performance within the company.

PT. L is one of the medium-sized companies that produce working gloves. The number of employees of this company has reached approximately 160 employees. This diverse employee education background causes the company to be able to direct employees from the company in order to have a common vision to achieve the company's goals.

At PT. L there are performance problems that are less than the maximum. Performance is less than the maximum is one of them caused by the timeliness of coming to work or absenteeism with or without explanation. Total from absenteeism, skipping and late from the last three months between 15% - 20%. Many of the employees who often permit or skip for no reason when approaching a holiday or red date It poses a problem in the work at PT. L.

The above problem is a problem owned by PT. L. These problems are based on an inflexible leadership, lack of motivation, and an unfavorable organizational culture. PT. L. is aware of the problem and is eager to change the existing system better to improve employee performance outcomes as well leader.

Problems

1. Is Air employee motivation influence on employee performance PT L.?
2. Is Air organizational culture influences the performance of employees of PT L.?
3. Is ber leadership influence on the performance of employees of PT L.?

LITERATURE REVIEW

Previous Research

In the research of Aristayudha and Netra (2013) in his research on "The Influence of Organizational Culture, Leadership and Motivation on Employee Performance at PT BPD Bali Branch of Renon" stated that Organizational Culture, Leadership and Motivation influence simultaneously to Employee performance in Bank BPD Bali Branch Renon. Research from Aristayudha and Netra is used as a reference because the topic of research in accordance with the topic of the researcher is the influence of organizational culture, leadership and motivation on the performance of the employee.

Work motivation

Motivation is an individual encouragement of employees who function to raise the spirit of his work to achieve the best performance. According to Winarno (2011) in general motivation has a number of functions, among others as follows: Encourage the emergence of behavior or deeds. Without motivation will not arise an act, such as work, motivation serves as a steering, which means directing the action to achieve the desired goals and motivation serves as a mover, meaning to move a person's behavior.

Job motivation can be viewed as a feature that exists in the prospective workforce when accepted to work in a company or organization. According Siagian (2009), defining work motivation is as a driving force for a person to contribute as much as possible for the success of the organization to achieve its goals, with the understanding that the achievement of organizational goals means also achieved personal goals of members of the organization concerned.

Theory of Requirement

According to Abraham Maslow in the quote (Robbins and Judge, 2008: 226), employees basically work to meet the following needs:

- a. Physiological needs are the need to eat, drink and get a place to live.
- b. The need for security is freedom from threats, for example: criminals, and other environmental disturbances.
- c. Social needs are the need for friends, affiliations, interactions, loving and being loved.
- d. The need for self-esteem is the need for self-esteem and respect from others.
- e. The need for self-actualization is a necessity to accentuate themselves or use all their abilities to achieve high achievement. In an effort to fulfill all of his needs a person will behave that is influenced or determined by the fulfillment of his needs

Organizational culture

Organizational culture has a very strategic role to encourage and improve the effectiveness of organizational performance. According to Susanto (2006: 112) the role of organizational culture is as a tool for determining the direction of the organization, directing what can be done and what not to do, how to allocate resources and manage organizational resources, as well as a tool to deal with the problem of opportunities from the internal circle as well external. Susanto (2006: 112) says there are four roles of organizational culture, namely:

1. Has a significant influence on the economic performance of the organization.

2. Become a more decisive factor in determining the success or failure of the organization in the next year.
3. Can drive long-term economic performance improvements if the organization is composed of people who are eligible.
4. Formed to improve company performance. Organizational culture permeates organizational life and affects every organizational life.

Therefore, organizational culture has an enormous influence on the fundamental aspects of organizational performance (Robbins, 2006: 284). The statement has been widely accepted and supported by several studies linking performance with organizational culture.

Leadership

Leadership is a process of influencing or giving an example by a leader to his followers in an effort to achieve a planned goal. Some researchers have written the definition of leadership style, such as leadership is the ability of a leader to influence subordinates, leadership is a process that affects the activities of a group in achieving goals, and leadership is the ability to encourage a number of people to work together to achieve a goal (Mulyanto, 2012; Gary, 2010; Djumino, 2012).

According to Gary (2010) leadership is a deliberate process of a person to emphasize his strong influence on others to guide, structure, facilitate activities and relationships within groups or organizations. The definition of leadership according to Gary (2010) is more appropriate because leadership is a process undertaken by a leader in order to be able to build good relationships with his subordinates. From some definitions according to experts can be concluded that leadership is a process of influencing others or activities of an organized group to achieve a goal.

Style / Leadership Type

Different styles are required in different situations and each leader is required to know when to approach the appropriate one. Each leader has a different style of personal leadership and this becomes a leadership strategy. (Lunenberg, 2011). Base is the foundation of autocratic leadership style, bureaucratic, laissez-faire, and democratic. In the style of democratic leadership, as is known as a participative style. Encouraging staff to be part of decision makers; Informing staff of informing something that influences their work and sharing in decision-making and responsibility in solving the problem. Democratic leaders plan development to help staff evaluate the performance they have.

Performance

An organization, be it government or private, always driven by a group of people who play an active role to achieve the goals to be achieved from the organization. The purpose of the organization would not be achieved if the performance of members or employees is not maximal. According Pabundu (2010) performance is the results of job functions / activities of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain period of time.

Various types of work performed by employees, of course, require clear criteria, because each type of work has different standards about the achievement of the results. The more complicated type of work, then the Standard Operating Procedure (SOP), which is set to be an absolute requirement that must be obeyed.

The success of an organization is influenced by the performance (job performance) employees, for that each company will seek to improve the performance of employees in achieving organizational goals that have been set. A well-grown and well-preserved organizational culture will be able to spur the organization toward better development. On the other hand, the leader's ability to drive and empower employees will affect performance.

RESEARCH METHODS

Research variable

The independent variables in this research consist of motivation, organizational culture and leadership. The dependent variable in this research is employee performance.

Population and Sample

The population in this research is non-staff employees of PT.L per October 31st, 2016 with 124 employees. Based on Slovin calculation with total population 124 employees, it is concluded that the sample size is 94.65 which then rounded to 95 respondents. The sampling method used was simple random sampling. Simple Random Sampling used in this study because The population of the sample is a non-staff employee whose working authority is relatively the same.

Method of collecting data

Data Type

The type of data used in this study is quantitative research is to obtain data in the form of numbers or qualitative data that is incurred (Sugiyono, 2014)

Data Source

This study uses primary data that is data obtained from respondents through questionnaires.

Data Retrieval Techniques

Using questionnaires with a series of systematically arranged questions, then sent to the respondent. Scoring method using Likert scale. The method of measurement is to confront a respondent with a question and then be asked to give an answer "Strongly Agree", "Agree", "Neutral", "Disagree" and "Strongly Disagree". The answers are given a score of 1 for "Strongly Disagree" to score 5 for "Strongly Agree".

Data Analysis

Analysis of Multiple Linear Regression with the formula of multiple linear regression equation used in this study are as follows:

Simultaneous Significance Test (F Test)

The conclusion that can be drawn from the F test is if the significance value in the F test is smaller than 0.05 then it shows that there is a significant influence between Motivation, Organizational Culture and Leadership simultaneously to the Performance of PT.L.

Individual Significance Test (t test)

The conclusion that can be drawn from the t test is if the significance value in the t test is smaller than 0.05 then shows that there is a significant influence between Motivation, Organizational Culture and Leadership partially on the Performance of employees of PT.L.

RESULTS AND DISCUSSION

Multiple Linear Regression Test

Multiple linear regression analysis is used with the aim to know whether there is influence of free variable to dependent variable. Summary of data processing results using SPSS program is as follows

Table 1. Constants and Regression Coefficients

Variable	Regression Coefficients	Sig
Constants	1,477	0.000
Motivation (X ₁)	0.123	0.322
Cultural Organizations (X ₂)	0.519	0.000
Leadership (X ₃)	-0,050	0.591

Based on the above table, the resulting regression model is:

$$\text{Performance} = 1,477 + 0,123 \text{ Motivation} + 0,519 \text{ Organizational Culture} - 0,050 \text{ Leadership}$$

1. The constant of 1.477 suggests that if the independent variable is considered constant, then the average Performance is 1.477 points.
2. The coefficient of Organizational Culture variable is 0,519 which means if assumed that both other variables are fixed, with the increase of Organizational Culture variable by 1 point then the value of Performance variable will increase by 0,519 points.
3. Leadership coefficient variable is -0,050 but because sig. T test for leadership value > 5% then the leadership variable has no significant effect on employee performance.

F Test

F test is used to find out whether the independent variable has a significant simultaneous effect on the dependent variable. The criterion of F test is if the significance value in F test is smaller than 0.05 then it shows that there is significant influence between Motivation, Organizational Culture, and Leadership simultaneously to PT.L Employee Performance and vice versa.

Based on the F test in Table 5.9. Above indicates that a significant level value of 0,000, which is smaller than 0.05, which means that the variables Motivation, Organizational Culture, and Leadership simultaneously have a significant effect on Employee Performance.

T Test

T test is done to know the significance of independent variable to dependent variable. The t test criterion is if the significance value at t test is smaller than 0.05 then it shows that there is significant influence between Motivation, Organizational Culture, and Leadership partially on Employee Performance PT.L. The following test results t: Through the statistical test t can be known which independent variables that individually affect the dependent variable. If the significance <0.05 then the variable influences the dependent variable significantly. The result of statistical test t is as follows:

1. Motivation variables have a significance value of 0.322 (sig.> 0.05) which means that the Motivation variable has no significant effect on the Performance variable partially.
2. Organizational Culture Variable has significance value 0,000 (sig. <0,05) which mean Organizational Culture variable significantly influence to variable of performance partially.
3. Leadership variables have a significance value of 0.591 (sig.> 0.05) which means Leadership variables have no significant effect on performance variables partially.

Effect of Motivation on Employee Performance

The result of t test in the research shows that the motivation variable has significance of t test = 0,322 which have value $\geq 0,05$. It can be concluded that the motivation variable (X1) partially has no significant effect on employee performance (Y). From the results of the study can be concluded the initial hypothesis about motivation partially affect the employee's performance can not be accepted.

Table 2. Respondents' Answer Tabulation on Motivation (X1)

No.	Question	Mean	Std. Deviation
1	I feel I have earned a salary that meets my needs	2,74	0,761
2	I feel that I have been facilitated by security equipment and given safety allowance	2,82	0,812
3	I can establish a harmonious working relationship	3,60	0,791
4	I get the award according to my achievement	3,24	0,884
5	I find an interesting and challenging job	3,44	0,908
		3,17	

In this study motivation does not significantly affect employee performance, this is not in accordance with the theory of motivation and performance. The incompatibility of this theory is due to questionnaire questions focused on basic needs such as salaries and benefits while respondents are the lowest level employees where the need for salary and facilities and benefits

becomes important. The low mean value for questions regarding salaries and safety benefits in Table. With a score below 3 indicating that salaries and benefits become employee priorities.

The Influence of Organizational Culture on Employee Performance

The result of t test in the research shows that the organizational culture variable has significance of t test = 0.000 which has value $\leq 0,05$. It can be concluded that the organizational culture variable (X2) partially significant effect on employee performance (Y). From the research results can be concluded the initial hypothesis about organizational culture partially influence on employee performance is acceptable.

Table 3. Respondents' Answer Tabulation on Organization Culture (X2)

No.	Question	Mean	Std. Deviation
1	I feel that disciplinary regulation has referred to the organizational discipline culture	3,32	0,902
2	I love the culture of organizational discipline culture	3,55	0,649
3	I feel the organization can adapt to changing issues and environments	3,38	0,760
4	I run the organizational discipline culture on an ongoing basis	3,42	0,708
		3,42	

The Influence of Leadership on Employee Performance

The result of t test on the research shows that leadership variable has significance of t test = 0,591 which have value $\geq 0,05$. It can be concluded that leadership variable (X3) partially has no significant effect on employee performance (Y). From the results of this study can be implied the initial hypothesis of leadership partially influence on employee performance is not acceptable.

Table 4. Respondents' Answer Tabulation on Leadership (X3)

No.	Question	Mean	Std. Deviation
1	I feel that leaders can help me with my similar conditions and problems	3,80	1,088
2	I was involved by the leaders in taking action / policy	3,33	0,916
3	I was given different authority from other employees by the leader	2,79	0,999
4	I feel the leaders is taking action to develop my skills	3,69	0,968
		3,40	

In this study leadership has no significant effect on employee performance, this is not in accordance with the theory of leadership and performance. On questionnaire question about the difference of authority of employees has a mean value that is quite low when compared with other questionnaire question that is 2.79. The mismatch of this theory is caused by the questionnaire question "I am given different authority with other employees by the leader" is less suitable for use against respondents considering the level of position of each respondent is more or less the same and at risk of causing multiple interpretations

CONCLUSION

Based on the results of research and discussion, researchers get some conclusions. This conclusion will answer the problem formulation and some other things gained during the research took place, among others:

1. Motivation, Organizational Culture and Leadership has a simultaneous effect on the performance of employees at PT. L.
2. Motivation does not significantly affect employee performance in PT. L. No significant effect was due to the questionnaire focused on basic needs such as salaries and benefits, while respondents were employees of the lowest levels where demand for salary and allowances and benefits are very important. A low mean score for questions regarding salaries and safety benefits with values below 3 (2.74 and 2.82) indicates that salaries and benefits are an employee priority.
3. Organizational culture significantly influence employee performance in PT.L. In Table 5.3. Indicated that the average is 3.42. In this variable, the average value of all statements is almost the same between 3.32-3.55. This happens because the dominant respondents choose to agree and quite agree in this statement so that the respondents consider the organizational culture of the company quite well.
4. Leadership does not significantly influence the performance of employees at PT. L. No significant effect was due to the questionnaire about the difference in mean values of authority employees have a fairly low when compared to other questionnaire is 2.79. Questions regarding the differences of authority is less suitable for use with respondents given the level of office of each respondent about the same and the risk of causing multiple interpretations

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