Strengthening Employee Performance Through Work Culture and Motivation

by:

Wahyu Hidayat, Fina Azizah Dantika
UIN Sunan Gunung Djati, Indonesia
Email: Finazd16@gmail.com

Abstract

Employee performance refers to the degree of a person's performance in carrying out his duties responsibly in accordance with established regulations. The main factor in achieving superior employee performance cannot be separated from corporate culture and work motivation. Organizational culture is the identity of an organization therefore, it is important for every organization to have and maintain a culture to distinguish one organization from another. Motivation is a factor that drives individual activities in an organization to achieve the expected goals. The purpose of this study is to determine the impact of employee performance on the organization. This research uses Qualitative research methods. The results of this study lead to the importance of company culture and motivation that have an impact on employee performance.
Keywords: Employee performance, Culture, Motivation

A. Introduction

Organizational culture plays a very important role in determining the success or failure of an organization. Employee performance can be determined by the success of the company's organizational culture and leadership style As a set of values, norms, beliefs, and habits applied by all members of the organization, organizational culture forms a framework that influences individual behavior and social interactions in the work environment. Organizations that have a strong and healthy culture tend to be better able to adapt to change, retain quality employees, and achieve long-term goals. Organizational culture is rooted in a number of organizational factors. It is generally defined as a form of exchange or sharing between members regarding beliefs, expectations, values, norms, and routines that influence the way how individuals work and relate to each other in achieving organizational goals[1].

Culture has been an important concept in understanding human societies and groups for a long time. Culture in the anthropological and historical sense is the core of different groups and societies regarding the way its members interact with each other and how they accomplish what they do[2].

---

[1] Brahmasari, 2008

[2] Rivai, Veithzal dan Deddy Mulyadi, 2003. Kepemimpinan dan Perilaku Organisasi. (Jakarta : Raja Grafindo Persada), h. 6

By definition, culture is elusive, intangible, implicit and taken for granted or standardized. Culture as a pattern of shared basic assumptions acquired by the group when solving problems of external adjustment and internal integration that have worked well enough to be considered legitimate and therefore expected to be taught to new members as the right way to accept, think and feel related to these problems[3].

Organizational culture is a system of beliefs and values developed by the organization[4]. Organizational culture is a lifestyle and way of life of an organization which is a reflection of the values or beliefs that have been adopted by all members of the organization. Organizational culture is the basic philosophy of the organization that contains beliefs, norms, and shared values that become the core characteristics of how to do things in the organization[5]. These beliefs, norms and values become the handle of all human resources in the organization in carrying out its performance. In line with this, organizational culture can be seen as a system. Mc Namara in Akhmad Sudrajat, suggests that in terms of in put, organizational culture includes feedback (feed back) from society, profession, law, competition and so on. While viewed from the process, organizational culture refers to assumptions, values and norms, such as values about: money, time, people, facilities and space[6].

In this discussion, the value system, work climate, organizational characteristics, workforce placement, and member welfare are important aspects that are interconnected and determine the formation of an effective organizational culture. The value system is the main foundation that determines the direction and purpose of an organization. The values espoused by the organization, such as integrity, cooperation, innovation, or leadership, not only influence the way individuals work, but also create moral and ethical standards that all members of the organization must follow. This value system guides employees' behavior and helps them make decisions that are in line with the organization's vision and mission[7].

---

[3] Rivai, Veithzal dan Deddy Mulyadi, 2003. Kepemimpinan dan Perilaku Organisasi. (Jakarta : Raja Grafindo Persada), h. 6

[4] Ningsih, R. Y., & Setiawan, D. (2019). Refleksi Penelitian Budaya Organisasi di Indonesia. (MIX: Jurnal Ilmiah Manajemen)h, 9(3)

[5] Wibowo. 2011. Budaya Organisasi. Edisi 1. Cetakan kedua. (Jakarta: Raja Grafindo Persada), h. 67

[6] Akhmad Sudrajat, 2008, Budaya Organisasi di Sekolah, https://akhmadsudrajat.wordpress. Com / 2008/01/27 /budayaorganisasi-di-sekolah/.

[7] Hidayah, Siti Nur. Manajemen Kinerja di Institusi Pendidikan Tinggi: Kepuasan Kerja dan Budaya Organisasi, Manageria: Jurnal Manajemen Pendidikan, Yogyakarta, Manajemen Pendidikan Islam, UIN SUKA Yogyakarta, 2016, Vol. 1, No. 2

The values applied in the organization directly shape the work climate, which is the psychological atmosphere felt by employees in their daily lives. When values such as openness, collaboration, and respect for employee contributions are consistently applied, the work climate will be more positive and productive. Employees will feel motivated, valued, and have stronger emotional ties to the organization. Conversely, if the value system is not well internalized, the work climate may become unconducive, full of uncertainty, or even internal conflict.

This link between the value system and work climate is crucial in building a strong organizational culture. Clear and consistently implemented values will create a positive work climate, which in turn has a direct impact on the level of employee satisfaction and performance. A good work climate will strengthen employee commitment to organizational goals, improve teamwork, and encourage continuous innovation. Organizational characteristics include various aspects that distinguish one organization from another, such as organizational structure, size, industry sector, and leadership style. These characteristics shape how the organization works and influence the cultural dynamics that develop within it. Organizations with a hierarchical structure, for example, tend to have a more formal and bureaucratic culture, with the process of decision-making being more formal and bureaucratic.

Organizational characteristics are also related to the value system and work climate. In more formal organizations, values such as discipline, compliance, and efficiency may be more emphasized. Meanwhile, in more flexible organizations, values such as creativity, collaboration and innovation may be more dominant. The structure and size of the organization influence how these values are carried out in daily practice and how the work climate is formed. Thus, an understanding of organizational characteristics is essential in effectively managing organizational culture. These characteristics become the basis for determining policies that support the application of values and the formation of a work climate that is in line with organizational goals. The right combination of organizational characteristics, values, and a positive work climate will create a work environment that supports long-term growth and sustainability.

Effective workforce placement is an important step in ensuring employees can adapt and thrive within the existing organizational culture. Good placement means placing individuals in positions that match their skills, knowledge, and personality, as well as paying attention to compatibility with organizational values. When employees feel that their roles match their abilities and aspirations, they will be more motivated to

perform well and contribute to the achievement of organizational goals.

Workforce placement is also closely related to the value system and work climate. Employees who are placed in the right position will more easily align themselves with organizational values and adapt to the existing work climate. Conversely, if the placement of the workforce is not appropriate, this can lead to problems, such as job dissatisfaction, decreased performance, and high turnover rates. Therefore, the recruitment and placement process must be done carefully and consider the fit between the individual and the organizational culture. Proper placement also supports employee well-being. When employees feel a good fit with their tasks and work environment, their well-being will improve, physically, mentally and emotionally. This, in turn, will create a positive cycle where well-being employees are more productive and loyal to the organization.

The well-being of organizational members covers various aspects, ranging from salary and benefits, work-life balance, to good physical and mental conditions. Well-being is an important factor in creating a healthy and sustainable organizational culture. Employees who feel cared for and supported by the organization tend to be more satisfied with their jobs, more productive, and more loyal. Organizations that prioritize the well-being of their members tend to have a more positive work climate, where employees feel valued and encouraged to make their best contributions. Wellbeing is closely linked to the organization's value system, where values such as caring, fairness, and empathy should be reflected in policies that support member wellbeing. Wellbeing programs, such as health facilities, mental health support, and work flexibility, can help create a work environment that supports long-term wellbeing.

Member well-being is also linked to effective workforce placement. When employees are placed in the right positions and in line with the organization's values, they are more likely to experience job satisfaction and personal well-being. Conversely, a placement mismatch can negatively impact member well-being, ultimately affecting the overall work climate and culture of the organization. Research method is a scientific method or method that explains and solves certain solutions collected as data in a study. Research methods are very commonly used by researchers. To achieve superior research results, a qualitative research approach was used in this study. On the other hand, qualitative methods provide descriptive data in the form of written and oral guidelines. Qualitative research methods utilize research objects that are natural in nature and the data collection techniques are combined and inductive by emphasizing the importance

of generalization.

B. Discussion

Based on research conducted that the organizational culture built in Yayasan Teknologi Sarana Utama has been built. Implementation starting from the organizational culture can lead to good cooperation between staff or honorary teachers in this Foundation. Every program that is implemented needs a team that can plan, implement, evaluate and prepare to re-design what will be done next. It's just that organizational culture sometimes becomes an uncomfortable culture and creates gaps or boundaries between levels. Because this Foundation has 3 levels at once which in the end will create its own boundaries between teachers or staff who are in the Foundation.

Organizational culture and employee performance are closely related. This can be confirmed by using the organizational culture diagnostic model. In other words, the higher the quality of organizational culture and its elements, the higher the performance of the organization itself[8]. Organizational goals are achieved through the existence of organizational culture. The introduction of the organization's name into the organizational culture will strengthen the bond between employees and other employees, as well as between superiors and subordinates, creating a sense of security. Organizational culture is also a form of behavioral beliefs and attitudes that employees apply to understand the principles of the Company[9].

Based on the explanation presented, organizational culture provides benefits to the organization and everyone who works in it. A good organizational culture helps improve individual performance. A strong organizational culture helps retain talent and attract new talent. While organizational culture and performance are clearly related, the exact nature of this relationship varies.

The influence of organizational culture on performance can be summarized as follows: First, knowing the organizational culture helps each employee understand the history and current work practices. Second, organizational culture can foster commitment to organizational philosophy and values. Third, organizational culture acts as a control mechanism that directs behavior towards desired behavior through existing

---

[8] Moelyono Djokosantoso, 2003. Budaya Korporat dan Keunggulan Korporasi. (Jakarta: Elex Media Komputindo), h. 15

[9] Griffn, W, Ricky dan Ronald J ebert. 2002. Management. (Jakarta : Erlangga), h. 23

norms. Finally, certain types of culture may be directly related to greater effectiveness and productivity than other organizational cultures.

A good and appropriate organizational culture can foster collaboration between individuals and teams resulting in more optimal work. People who are willing to share knowledge and support each other in their work will increase organizational efficiency and productivity. In times of fierce competition, a culture that creatively and courageously embraces change and encourages innovation while retaining is the key to organizational success. A good organizational culture helps to enhance the positive image of an organization. Organizations with a strong culture are perceived as attractive and in high demand by qualified professionals. This helps the Company retain competitive talent. The Company's culture must be aligned with the Company's goals. Each individual shapes the perspective of the organization as a whole based on the characteristics of the organizational culture.

Motivation, including the root word motive, means the urge to do something. Therefore, motivation is a drive for everyone. Motivation as the desire of someone who is motivated by the urge to work harder. Motivation can be described as a mental state that makes someone do something. This motivation comes from various sources, including personal needs to be met, personal satisfaction, and the desire to achieve goals. Motivation can affect a person's success in achieving their goals. Motivation is important for controlling your behavior. When people are highly motivated, they tend to be more focused and dedicated to achieving maximum results. A clear plan will help you stay motivated.

Motivation is a conscious effort to drive, direct and maintain one's behavior. Motivation that moves a person to take action to achieve the desired goal. Steering is a motive that helps a person move towards the desired direction. Of course, it is about the goals and results to be achieved and planning strategies to achieve them. This motivation helps individuals to focus because they have a clear direction and purpose. This motivation serves to maintain the behavior needed to achieve goals and meet needs. Motivation helps individuals to continue trying to achieve goals despite obstacles. Motivation is the key to the success of an organization for sustainable work and helps the organization survive[10].

According to Darodjat, motivation is a series of activities that reveal human

---

[10] Omollo, Akinyi. 2015. Effect Of Motivation On Employee Performance Of Commercial Banks. International Jornal Of Human Resource Studies ISSN. 2126-3058 Vol 5 No.2

attitudes, perceptions, and behavior. Motivation tends to decrease when employees reach a certain level of satisfaction[11]. Meanwhile, according to Hasibuan, motivation is the spirit that can support and encourage human behavior to actively achieve maximum results[12]. Motivation is also defined as a persuasive drive, both external and internal, which encourages a person to achieve a goal optimally[13]. Motivation can be interpreted as a management process that enables employees to work successfully towards organizational success by supporting each individual through goals that focus on basic needs. Therefore, the process of making employees behave reflects behavior, encourages the development of behavior and controls behavior. Motivation is an inner feeling that makes employees passionate about their work.

Motivation plays an important role in developing morale. Excitement and enthusiasm in carrying out the tasks set by the organization is a good work motivation to achieve optimal results. Employees who have high work motivation can approach their work with enthusiasm. Even highly motivated employees can still outperform employees who have better skills and knowledge. The optimal results desired by an organization are achieved when employees are highly motivated. A good leader is a leader who can motivate his employees to achieve organizational goals. Employees with low motivation have a negative impact, because poor performance can lead to apathy towards the organization and its environment. Reduced motivation and work productivity reflect the poor policy and regulatory discipline that exists within the organization. This leads to the inability of individual employees to participate in the further development of the organization.

C. Conclusions

Based on the discussion above, the purpose of this study is to identify work culture and motivation that can affect organizational performance. It can be concluded that organizational culture and motivation have a very positive and significant influence on employee performance. These variables are the main factors that require further attention and improvement in the institution. This research explains that human resource management is inseparable from several factors. Therefore, it is very important to observe employee behavior in order to achieve mutual welfare between superiors and

---

[11] Darodjat, Tubagus Achmad. 2015. Konsep-Konsep Dasar Manajemen Personalia.(Surabaya: Refika Aditama.), h. 54
[12] Hasibuan. Malayu, 2017. Manajemen Sumber Daya Manusia. (Jakarta: Bumi Aksara), h. 13
[13] Ratnawati, et al . 2020. *The Effect of Work Motivation and Work Experience on Employee Performance. International Journal of Multicultural and Multireligious Understanding., 7(8).*

subordinates. A good and comfortable environment is also one of the factors in improving employee performance in many ways. Suggestions for further research are to add more variables to the problem to obtain more complex results.

References

Akhmad Sudrajat, 2008, Budaya Organisasi di Sekolah, https://akhmadsudrajat.wordpress. Com / 2008/01/27 /budayaorganisasi-di-sekolah/.

Akreditasi No.49/DIKTI/Kep/2003. ISSN 1411-0393. Evi. 2015. Pengaruh Budaya Organisasi Terhada Kinerja Pegawai pada Asuransi Sinar Mas Cabang Sukabumi. Jurnal EMBA Vol.4 No.4 Januari 2015, Hal. 462-471. https://journal.uny.ac.id/index.php/nominal/article/view/6890

Arianto, Dwi Agung Nugroho. 2008. Pengaruh Motivasi, Budaya Organisasi, dan Kepuasan Kerja Terhadap Kineria Karyawan PT. Nyonya Meneer Semarang.

Brahmasari, I. A., & Suprayetno, A. (2008). Pengaruh motivasi kerja, kepemimpinan dan budaya organisasi terhadap kepuasan kerja karyawan serta dampaknya pada kinerja perusahaan (Studi kasus pada PT. Pei Hai International Wiratama Indonesia). Jurnal Manajemen dan kewirausahaan.

Champoux, J.E. 2006. Organizational Behavior 3rd edition, USA: Thomson South-Western.

Darodjat, Tubagus Achmad. 2015. Konsep-Konsep Dasar Manajemen Personalia. Surabaya: Refika Aditama.

Dr. H. Teman Koesmono, MM. 2003. Pengaruh Budaya Organisasi Terhadap Motivasi, Kepuasan Kerja dan Kinerja Karyawan (Studi Pada Perusahaan Pengolahan Kayu Skala Besar di Jawa Timur). Ekuitas Vol.10 No.1 Maret 2006: 84 – 104.

Gibson, James, L., 2000. Organisasi, Perilaku, Struktur dan Proses, Edisi ke-5. Cetakan ke-3. Jakarta: Penerbit Erlangga.

Griffn, W, Ricky dan Ronald J ebert. 2002. Management, Erlangga, Jakarta. Hasibuan, Malayu, 2009. Manajemen Sumber Daya Manusia Edisi Revisi, Cetakan Kelima, Bumi Aksara. Jakarta.

Hasibuan. Malayu, 2017. Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara. Jakarta.

Hidayah, Siti Nur. Manajemen Kinerja di Institusi Pendidikan Tinggi: Kepuasan Kerja dan Budaya Organisasi, Manageria: Jurnal Manajemen Pendidikan, Yogyakarta, Manajemen Pendidikan Islam, UIN SUKA Yogyakarta, 2016, Vol. 1, No. 2

Journal of Management Development, Vol. 39 No. 4, 2020, pp. 437-451, Emerald Publishing Limited, 0262-1711 DOI 10.1108/JMD-06-2019-0253

Jurnal Dinamika Ekonomi Dan Bisnis. Vol. 5. No. 2. Program Pasca Sarjana Magister Manajemen Universitas Islam Nahdlatul Ulama Jepara.

Kreitner, R., dan A. Kinicki, 2006, Organizational Behaviour 2"*^edition, New York: McGraw Hill.

Kusdyah Ike Rachmawati. 2008, Manejemen Sumber Daya Manusia. Yogyakarta: ANDI.

Mangkunegara, Prabu 2009. Manajemen Sumber Daya Manusia Perusahaan, Cetakan ke-2, Bandung: PT. Remaja Rosdakarya Offset.

Mas'ud Fuad, 2004. "Survai Diagnosis Organisasional," Badan Penerbit Universitas Diponegoro, Semarang.

Mathis, R.L. & J.H. Jackson. 2006. Human Resource Management: Manajemen Sumber Daya Manusia. Terjemahan Dian Angelia. Jakarta: Salemba Empat. Mba O. 2014.

Moeleong, Lexy. 2002. Metode Penelitian Kualitatif. Bandung: Remaja Rosdakarya.

Moelyono Djokosantoso, 2003. Budaya Korporat dan Keunggulan Korporasi, Elex Media Komputindo, Jakarta.

Moenir. 2002. Manajemen Pelayanan Umum di Indonesia. Jakarta: PT. Bumi Aksara.

Mohaammed A, Belal A, Hatem A dan Souhaila Z. 2020. Organizational culture, innovation and performance: a study from a non-western context.

Ningsih, R. Y., & Setiawan, D. (2019). Refleksi Penelitian Budaya Organisasi di Indonesia. MIX: Jurnal Ilmiah Manajemen.

Omollo, Akinyi. 2015. Effect Of Motivation On Employee Performance Of Commercial Banks. International Jornal Of Human Resource Studies ISSN. 2126-3058 Vol 5 No.2

Ratnawati, et al . 2020. The Effect of Work Motivation and Work Experience on Employee Performance. International Journal of Multicultural and Multireligious Understanding., 7(8).

Rivai, Veithzal dan Deddy Mulyadi, 2003. Kepemimpinan dan Perilaku Organisasi. Jakarta : Raja Grafindo Persada.

Wibowo. 2011. Budaya Organisasi. Edisi 1. Cetakan kedua. Jakarta: Raja Grafindo Persada.

Rivai, Veithzal. 2011, Human Resource Management for Companies: from Theory to Practice, Jakarta: RajaGrafindo Persada

Robbins, S.P. 2006. Perilaku Organisasi. Edisi Kesepuluh. Alih Bahasa: Drs. Benyamin Molan. Penerbit PT Indeks.

Rosdiana, D. 2015. Hubungan antara budaya organisasi dengan kinerja karyawan PT. Jasa Marga (Persero) Tbk. Cabang Surabaya Gempol. Jurnal E-Komunikasi. Vol. 3. No. 2.

Sadili, Samsudin. 2005, Manajemen Sumber Daya Manusia. Penerbit Pustaka Setia. Bandung.

Siagian, S.P. 2002. Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara. Spencer, L.M. dan Spencer, S.M. 1993. Competence at Work: Models for Superior Performance. John Wiley & Sons, New York.

Sugiyono. 2015. Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.

Sukardi dan Raharjo, M. T. (2020). The Effect of Work Discipline, Work Motivation, And Teamwork On Employee Performance In Bappeda Pemalang Regency. International Journal of Economics and Management Studies, 7(8).

Supartono. 2004. Ilmu Budaya Dasar. Ghalia Indonesia, Bogor. Simamora. Tampubolon, Manahan. 2004. Perilaku Keorganisasian. Jakarta: Ghalia Indonesia.

Wibowo. 2012. Manajemen Kinerja. Jakarta: Raja Grafindo Persada.

Winardi, 2001. Motivasi dan Pemotivasian dalam Manajemen, Cetakan Pertama, PT. Raja Grafindo Persada, Jakarta.