

Influence Of Work Motivation, Organizational Culture, and Quality Of Work Life On Employee Performance at KJPP Ayon Suherman dan Rekan

Darul Ilmil Fazry^a, Setyo Riyanto^b

^aPostgraduate Program Student, Mercu Buana University, Jakarta, Indonesia

^bAssociate Professor, Mercu Buana University, Jakarta, Indonesia

Abstract: *The purpose of this research is to know the influence of work motivation, organizational culture, and quality of work life towards employee performance in KJPP Ayon Suherman dan Rekan. Population and research samples are on all employees of KJPP Ayon Suherman and colleagues as much as 73 people. This research sampling technique uses saturated sampling. Methods of collecting data using interviews and questionnaires. Data analysis methods use multiple linear regression analyses with IBM SPSS Statistics 21 program. The results showed that there was no influence between work motivation towards performance, there was an influence between organizational cultures on performance, and there was a quality influence on work life towards performance. The conclusion of this research is that the motivation of work has no significant effect on the employee's performance, the organizational culture is positive and significant to the employee's performance, quality of work life is positive and significant to the employee's performance.*

Keywords: *Work Motivation, Organizational Culture, Quality Of Work, Employee Performance*

Date of Submission: 22-05-2020

Date of Acceptance: 09-06-2020

I. Introduction

In the era of globalization of the world characterized by the opening of independent competition in all areas of the assessment Property is a challenge for the development of Indonesian nation. Service Office of Assessment Property in Indonesia need to improve Ability and quality of human resources to challenge challenges in order to survive even win the competition.

Facing competition with the office of other Property Assessment Services good national level then the company should be able to make changes in the direction of improvement, the company must be adaptive to changes in globalization in the Property world. Sudarmanto (2009) explains that resources are a very strategic and fundamental factor in the organization.

In comparison to other factors, human resources and organizational culture is the most valuable asset. The role of human resources and organizational culture will determine the success and failure of the organization in achieving established vision and mission. Therefore, employees are the key to determining the success of the company. The company's success in the value of its successful company in achieving the company objectives. The success of an organization is influenced by employee performance.

Motivation is a driving force that causes a member of the organization to be willing and willing to exert skills in the form of skills or skills of energy and time to conduct various activities that are responsible and fulfill their obligations in order to achieve the objectives and various objectives of the organization that has been determined (Siagian, 2004). When a person is motivated to do their job, the employee will give more performance to the company so that it can improve the goals of the company.

Another factor that affects the performance is the organizational culture. Kotter & Heskett (1997) also states that good management of organizational culture can affect the achievement of high employee performance. Organizational culture is the value, the assumption, assumptions, attitudes, and norms of behavior that instituting and then manifests in appearance, attitudes, and actions to become the identity of the access organization (Sudarmato, 2009).

A lot of research has been done about organizational culture and explaining the cultural sense of organization and the quality of work that essentially touches on values and beliefs that can then help organizational members understand the organizational functions and provide them with a norm to behave within the organization. So in essence the organizational culture and quality of work which is the value and the habits and beliefs inherent in one organization so that form an attitude and the same attitudes of the members of one organization. The understanding of organizational culture and good quality of work will help employees perform well and work according to what is required to be executed.

II. Literature Review

Working Motivation

Motivation comes from the Latin word *move* which means a push or move. Motivation (motivation) in addressed only to the management of human resources in general and subordinates in particular. Motivation questioned how the power and potential directing subordinates to co-operate productively and successfully achieve the intended purpose.

Motivation adalah The granting of locomotion that creates the excitement of one's work in order for them to cooperate, to work effectively, and to be involved with all its efforts to achieve satisfaction according to Hasibuan in Rahmawati (2014:216).

Motivation and job satisfaction have a positive and significant effect on performance either partially or simultaneously. The higher motivation and job satisfaction of employees will have a positive impact on employee performance (Riyanto, S., Adonia., Ali, H : 2017)

A leader who is a motivator must know about the motivation in order to succeed the organization in realizing human work efforts can be achieved. According to Mangkunegara (2004:5) that there are two factors that affect human behaviour is:

1. Intrinsic Motivation

Intrinsic motivation can also be raised from within or often called internal motivation. Goals that you want to achieve are in the individual it self.

2. Extrinsic Motivation

The raised motivation for gaining outside stimulation is an external motivation. Extrinsic factors are achievement, recognition, responsibility, progress, work itself, possibility to develop, regulation, corporate policy, interaction between employees, and so forth.

Organizational Culture

According to Robbins and Coulter (2016), job satisfaction refers more to attitudes than behavior, such as attendance, performance and loyalty. Attitudes are evaluative statements related to objects, people or events. Attitudes consist of three components (cognition, affect and behavior). The cognitive component consists of beliefs, opinions, knowledge or information that a person has, while the affective component consists of emotions or feelings. The behavior component refers to the intention to behave in a certain way towards someone or something. The research conducted by Setyo (2017) also shows that there is a very strong relationship between a conducive work culture and employee performance.

The company's culture is a regulatory mechanism and intangible concept, the individual is unified into the social structure and can be used by the leadership of the company to support strategic change and influence the employees and operations of the Organization (Hofstetter and Harpaz, 2015; Bach and Whitehill, 2008). In other words, this is the way organizations do to reflect the beliefs of organizational members such as what behaviors and procedures are appropriate. This phenomenon raises the concept of corporate culture that raises the idea of understanding building and enhancing the positive corporate culture (Llopis et al., 2007) and also services for consumers who last, the intangible experience and carried out with action against consumers as the role of the Company (Fitzsimmons, 2010).

Quality Of Work

According to Hadari Nawawi (2008:23) revealed that the quality of working life is that the company must create a sense of security and satisfaction in working to realize the objectives of the company.

To measure the low QWL height need to be developed the dimensions of QWL and from these dimensions can be developed indicators for measuring QWL. From the literature undertaken by Lokanadha Reddy M. and Mohan Reddy P. (2010) They proposed five dimensions of QWL as follows:

1. Worker Health and welfare
2. Job Securities
3. Job satisfaction
4. Competency development
5. Job and Nonemployment Balance

Performance

Performance is a working achievement, i.e. the comparison between the work and the standards stipulated by Dessler (2015:33). Indicators to measure the performance of individual employees there are five indicator (Robbins) i.e. first, the quality of work measured from employee perception of the resulting work kualiatas as well as the perfection of the task on the employee's skills and ability, second, quantity is the resulting amount expressed in terms such as the number of units < number of activity cycles completed.

Performance is influenced by variables associated with the work includes a role-conflict stress and work/non-work (Riyanto, 2002; Jayaweera, 2015). A person’s performance is a combination of capabilities, businesses and opportunities that can be judged from their work (Handayani, 2015). Performance of individuals affected by the effort, ability and the environmental situation (Riyanto, 2016).

III. Research Methods

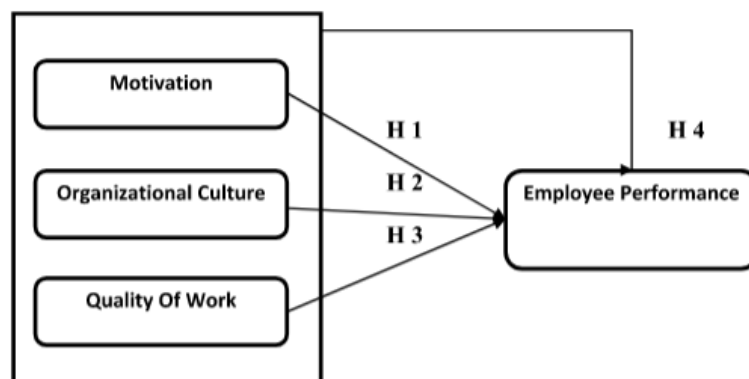
This research is included in the type of quantitative research that is descriptive. It is quantitative that in this study to conduct statistical testing, to test the causes and their specific consequences to measure how large the effect of the variable is free to bound variables. While the nature of deksriptif the intent that this research not only want to portray in a decade about Work Motivation, Organizational Culture, Quality Of Work and Employee Performance but also try to explain the correlation relationship that is influence.

Table 1. Variable, Dimension and Indicator

Variable	Dimension	Indicator
Motivation	Physical needs, Safe Sense Needs, Social needs , Needs recognition	Salary Requirement, The priority of employee safety and Pay Structure, Solidarity with fellow employees and Work Achievement Awards
Organizational Culture	Innovation and Risk Taking, Attention to Detail, Outcome Orientation, People Orientation, Team Orientation, Aggressiveness, Stability	Mission, consistency, engagement, adaptability
Quality Of Work	Worker health and welfare, occupational securities, job satisfaction, competency development, employment and nonemployment balance	Growth and development, innovative rewards and work environment
EmployeePerformance	Quantity of work, Quality of work&Quality of work	Work processes and job conditions, Job accuracy and quality of work and Ability to work together

Influence Of Work Motivation, Organizational Culture, and Quality Of Work Life

On Employee Performance at KJPP Ayon Suherman dan Rekan



Hypothesis

Based on the subject matter, theoretical study and the relevant empirical study, the following research hypothesis :

H1 = There is a positive and significant influence of work motivation towards employee performance at KJPP Ayon Suherman dan Rekan.

H2 = There is a positive and significant influence of organizational culture towards employee performance atKJPP Ayon Suherman dan Rekan.

H3 = There is a positive and significant influence on quality of work life towards employee performance atKJPP Ayon Suherman dan Rekan.

H4 = There is a simultaneous influence on work motivation, organizational culture, quality of work to the performance of employees of KJPP Ayon Suherman dan Rekan.

IV. Result

The validity and reliability of each question posed to the respondent. Output stated that all the variables in the research have valid, which all value already above r table ($r < 0,05$). From this, it is also a known description of the characteristics of respondents on research as follows:

Table 2. Description of Research Objective

Description	Type	Amount
Gender	Man	36
	Woman	37
Education	High school	50
	Bachelor	22
	Master	1
Age	21-30 Years	30
	31-40 Years	20
	41-50 Years	10
	>50 Tahun	13
Working Period	<5 Years	30
	5-10 Years	10
	10-15 Years	10
	>15 Years	23
Position	Staff	30
	SPV	20
	Manager	10
	General Manager	13

Table 3. Motivation, Organizational Culture, Quality Of Work with Employee Performance

Coefficients^a

Model		Understandardized		Standardized		Sig.
		Coefficients	Std.Error	Beta	t	
1	(Constant)	22.890	4.574		5.005	.000
	work motivation (X1)	.001	.088	.001	.017	.986
	organizational culture (X2)	.543	.132	.498	4.130	.000
	quality of work life (X3)	.386	.152	.308	2.538	.013

a. Dependent Variable: Employee Performance

Output can be illustrated model $Y = 22.890 + .001X_1 + .543X_2 + .386X_3$

1. Effect of working motivation on employee performance KJPP Ayon Suherman dan Rekan

The work motivation variable (X1) is achieved with a T-count value of 0.017 marked positively, with a marked significance of $0.986 > 0.05$. In other words the motivation of work has a positive and insignificant impact on employees ' performance, the H1 that states there is a positive and significant influence of work motivation towards employee performance in KJPP Ayon Suherman dan Rekan are rejected. If the motivation of work does not affect the performance of employees then it can be possible not maximally work motivation on the employees evidenced by the results of the statistical descriptive work motivation overall is classified as a criterion.

2. The influence of organizational cultures on the performance of employees KJPP Ayon Suherman dan Rekan

Organizational culture variables (X2) are obtained with a T-count value of 4.130 marked positively, with significant marked significance of $0.000 < 0.05$. In other words the organizational culture affects positively and significantly towards employee performance, the H2 is stating there is a positive and significant influence of

organizational culture towards employee performance in KJPP Ayon Suherman dan Rekan received. It can be explained that the organizational culture affects employee performance.

3. Effect of quality of work life on employee performance KJPP Ayon Suherman dan Rekan

A Work Life quality variable (X3) is achieved with a T-count value of 2.538 marked positively, with a significantly marked significance of $0.13 < 0.05$. In other words the quality of work life positively and significantly affect the employee's performance, the H3 which states there is a positive influence and significant quality of work life on the performance of employees in KJPP Ayon Suherman dan Rekan accepted. It can be explained that quality of work life affects employees performance.

V. Conclusion

The conclusion of this research work motivation has no significant effect on the performance of employees who have the meaning that the high motivation of employees working KJPP Ayon Suherman dan Rekan not followed by increasing employee performance. The organizational culture is positive and significant to the performance of Karyawawhich has the meaning that the organization culture KJPP Ayon Suherman dan Rekan who are given to employees, it will increase the performance of employees. Quality of work life has a positive and significant impact on employee performance that has the meaning that the quality of work life of KJPP Ayon Suherman dan Rekan given to employees, will improve employee performance.

The managerial implementation of this research company is about to provide motivation for work to all employees, by the way of motivation work in the form of the need to achieve such as employees are given knowledge in working effectively and efficiently to encourage work more optimally, for the need for power such as making healthy competition among employees, and for the needs of the Affiliate such as providing opportunities for employees work together with other.

Reference

- [1]. Adebayo.Olufemi, 2013. Effect of carrier progression, work motivation and leadership style on job satisfaction of library personal in the federal civil service of Nigeria, *Journal of library and information Vol : 5* 147-159, 2013
- [2]. Arifin, Noor. 2012. "Analisis kualitas kehidupan kerja, kinerja, dan kepuasan kerja pada CV Duta Senenan Jepara. *Jurnal Economia*, 8 (1). Jepara: STIENU Jepara.
- [3]. Arif, Rusdan. 2010. Pengaruh Kepemimpinan dan Budaya Organisasi terhadap Kinerja Karyawan (Studi Pada Pt. Bank MegaCabang Semarang). Skripsi. Semarang: Fakultas Ekonomi UNDIP.
- [4]. Arucas, Lunas, Morley. 2015. "Impact of Training & Development and Competencies on Employees Switching Intentions: The Moderating Effect of Psychological Ownership". *Global Journal of Advanced Research*, Vol.5, No. 5. 2015
- [5]. Aydogdu & Asikgil. 2011. An Empirical Study of the relationship Among Job Satisfaction, Organizational Commitment and Turnover Intention. *Journal International Bussiness*, Vol : 2011.
- [6]. Bakar, Ramli. 2014. "The Effect of Learning Motivation on Student's Productive Competencies in Vocational High School, West Sumatra". *International Journal of Asian Social Science*, Vol. 4, No.6, hal 1-11
- [7]. Belas. Jovas. 2013. The Leadership style and productiveness of employees in the banking sector in Slovakia. *Journal of business and management*, Vol 5 39-52, 2013 Binfor. Frederick. 2013.
- [8]. Doherty, L. (2004). Work-life balance initiatives: Implications for women. *Employee Relations*, 26(4), 433-452.
- [9]. Elisaveta, Sardzoska. 2010. Relationship Among Perceptions of Quality of Work Life and Job Satisfaction. Skopje: Institute of Psychologi. Kotter, J.P. & Heskett, J.L. 1997. *Corporate Culture and Performance*. Jakarta : PT. Prenhallindo.
- [10]. Fornell, C., Larcker, D.F. (1981), Evaluation structural equation models with unobserved variables and measurement error. *Journal Market Research*, 18(1), 39-50.
- [11]. Ghozali, I. (2014), *Structural Equation Modeling, Metode Alternatif Dengan Partial Least Square (PLS)*. 4th ed. Semarang: Badan Penerbit Universitas Diponegoro.
- [12]. Hassing, J. (2016), *Generation Y: Improving Employee Engagement and Retention through Better Communication (D.H.A.)*. Minnesota: Capella University.
- [13]. Ioan, L., Codruța, O., Patricia, R. (2010), The role of work-life balance practices in order to improve organizational performance. *European Research Studies*, 13(1), 1-10.
- [14]. Kahn, A.W. (1990), Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(3), 692-724.
- [15]. Kazutoshi, A., Koichi, M., Mamoru, I., Tsutomu, K., Phenpimon, W., Pichit, N. (2018), Study of Thai Organizational Commitment Using a Three-Component Model. Bangkok, Thailand: 5th International Conference on Business and Industrial Research (ICBIR).
- [16]. Koesmono, H Teman. 2005. Pengaruh Budaya Organisasi Terhadap Motivasi Dan Kepuasan Kerja Serta Kinerja Karyawan Pada Sub Sektor Industri Pengolahan Kayu Skala Menengah Di Jawa Timur. *Jurnal Manajemen & Kewirausahaan*. 7 (2). Surabaya: Universitas Katolik Widya Mandala.
- [17]. Lockwood, A., Eby, L.T., Casper, W.J., Bordeaux, C., Brinley, A. (2005), Work and family research in IO/OB: Content analysis and review of the literature (1980-2002). *Journal of Vocational Behavior*, 66, 124-197.
- [18]. Low, S.P., Chua, B.K.Q. (2019), Work Life Balance in Construction, Millennials in Singapore and South Korea. Singapore: Springer Nature Singapore Pvt., Ltd.
- [19]. Mangkunegara, A.A. & Anwar P. 2009. *Manajemen Sumber Daya ManusiaPerusahaan*. Bandung: PT Remaja Rosdakarya.
- [20]. McKay, P.F., Avery, D.R., Morris, M.A. (2008), Mean racial and ethnic differences in sales performance: The moderating role of diversity climate. *Personnel Psychology*, 61, 349-374.
- [21]. Rivai, Veithzal dan Ahmad Fauzi Mohd. Basri. 2005. *Performance Appraisal, Sistem Yang Tepat untuk Menilai Kinerja Karyawan dan Meningkatkan Daya Saing Perusahaan*. Jakarta: PT Raja Grafindo Persada
- [22]. Riyanto, S., Adonia., Ali, H. (2017), Effect of motivation and job satisfaction on the performance of teachers in Mentari School Bintaro (MSB). *International Journal: Scholars Bulletin*, 3(3), 83-91.

- [23]. Riyanto, S. Ady Sutrisno, H. A. (2017). The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. *International Review of Management and Marketing*, 7(3), 342–348.
- [24]. Ronald, L.I. (2016), *Strategies for Managing a Multigenerational Workforce*, Dissertation. Minnesota: Walden University; 2016.
- [25]. Rucci, A.J., Quinn, R.T., Kim, S.P. (1998), *The Employee-Customer Profit Chain*. Boston: Harvard Business. Schaufeli, W. (2013), *What is Engagement? Employee Engagement in Theory and Practice*. London: Routledge. p1-37.
- [26]. Schaufeli, W.B., Bakker, A.B., Van Rhenen, W. (2009), How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior*, 30(7), 893-917.
- [27]. Setyo, R. (2002), *Pengaruh Komitmen Dan Kompetensi Pegawai Terhadap Kepuasan Pelanggan Dan Nilai Pelayanan Serta Dampaknya Terhadap Loyalitas Pelanggan*, Dissertation. Indonesia: Padjadjaran University.
- [28]. Shekhar, T. (2016), *Work life balance and employee engagement-concepts revisited*. *International Journal of Education and Psychological Research*, 5(1), 32-34.
- [29]. Solnet, D., Anna, H. (2008), *Generation y as hospitality employees: Framing a research Agenda*. *Journal of Hospitality and Tourism Management*, 15, 59-68.
- [30]. Sonja, D., Guillén, A.M. (2011), *Work-Life Balance in Europe, the Role of Job Quality*. United Kingdom: Palgrave Macmillan.
- [31]. Tara, S., Jyotsna, B. (2010), *Work life balance, employee engagement, emotional consonance/dissonance and turnover intention*. *The Indian Journal of Industrial Relation*, 46(1), 74-87.
- [32]. *The Effect of leadership style and motivation on employee performance in public institution in Ghana*, Vol 5. 2013 Charles, R Emery and Katherine J Barker. 2007.
- [33]. *The Effect of Transactional and Transformational Leadership Styles On The Organizational Commitment and Job Satisfaction of Customer Contact Personnel*. *Journal International Bussiness*, vol : 2017.

Darul Ilmil Fazry, et. al. "Influence Of Work Motivation, Organizational Culture, and Quality Of Work Life On Employee Performance at KJPP Ayon Suherman dan Rekan." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(6), 2020, pp. 58-63.