



Analysis on some Factors Influencing Employees Motivation and its Implication on Employees Performance in Packaging Company in Tangerang

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Received: 08 November 2018

Accepted: 03 January 2019

DOI: <https://doi.org/10.32479/irmm.7461>

ABSTRACT

The main objective of this research is to study and analyze some factors which influenced employees' motivation and its implication on employees' performance at packaging company in Tangerang. Analysis was carried out using the Descriptive Statistic Method and Inferential to look at the influence of exogenous variables to endogenous ones simultaneously and partially. Structural equation model was used with sub-structured composition as follows: Leadership, Organization Culture and Career Planning as exogenous variable and motivation as endogenous variable (Y). The main structure this research consists of: Leadership, organization culture, career planning and motivation as exogenous variables and employees' performance as endogenous variables (Z). Research was carried out for 12 months using 398 respondents from 3100 employees at four packaging companies in Tangerang. Questionnaires were also distributed before research was done. Based on the research findings all independent variables have a significant effect on dependent variables partially or simultaneously. Together, leadership, organizational culture and career planning have an effect to motivation with $R^2 = 0.89$ which means 89% with leadership as the most influential factor. It follows that leadership, organizational culture, career planning and motivation together have an effect to employees' performance with $R^2 = 0.92$ with organizational culture as the most influential factor. Results have also shown that 8% of other variables have some influences on employees' performance.

Keywords: Leadership, Organizational Culture, Career Planning, Motivation, Employees Performance

JEL Classifications: M12, M54, N75

1. INTRODUCTION

Consumption of plastics industry in Indonesia, though quite complete from upstream to downstream, but lower when compared with Singapore, Malaysia and Thailand. The obstacles faced by the plastics industry were limited raw materials, making the manufacturers still importing 1.6 million tons of naphtha and 33 million barrels of condensate per year. Currently, the amount of plastic packaging industry in Indonesia amounted to 892 companies and produces rigid packaging, flexible packaging, thermoforming and extrusion that are scattered in several regions, particularly in the area of Tangerang, Banten.

In the perspective of human resource management in support of the development of the packaging industry in particularly the package, need the management strategy of effective human resources. The effectiveness of human resources can be measured by the performance of the employee who produced by the employee itself. One of the strategies to increase the work motivation and encourage employee performance is with effective leadership, a strong organizational culture and effective career planning.

Based on preliminary research results, it was revealed that the work motivation and performance of employees at the packaging industry's environment in Tangerang is still low, both on the dimensions of hygiene factors and motivators factors. Leadership

factor is still weak, especially mainly on aspects of the employment relationship and orientation towards humanity values.

In the perspective of organizational culture, it still looks weak at aggressiveness, as well as the slow pace of improvement in product quality also shows a lack of attention of the quality also reflects a weak of orientation results or benefits (outcome orientation), which is an important part of the culture of the organization. Career planning which is owned by employees is also not optimal. This is looks from the assumption that career opportunities will be more opened to those who are more senior, close to the boss, there is not available a pattern of clear and transparent yet, a cadre (regeneration) system of employees do not fully lead to specialization and the work program is also not fully consistent with that have been planned.

The same condition also occurs for the performance of the employee, the results of the preliminary study reveals that all dimensions of performance is still considered low is in the bottom of the scale of 3 by using a *Likert* scale, either on dimensional quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact. For quality, most companies do not have a standardized and tight work procedure and still be non-formal (not written).

2. LITERATURE REVIEW

2.1. Leadership

Leadership in an organization is very important role. Basically, the success of a leader depends on his or her ability to influence others (Allison and Hartley, 2000. p. 40). Stated, the function of leadership includes activities, empower followers, teaching organization, create a vision, develop organizational culture, creating synergies, creating change, motivate followers and represents the social system. States related to the task leader, (1) initiating, (2) regulating, (3) information, (4) supporting, (5) evaluating, (6) summarizing.

In connection with the functions and duties, leadership effectiveness is also strongly associated with the type of leadership. The type of leadership in five types, namely autocratic type, militaristic type, paternalistic type, charismatic type and democratic type. A successful leader if having participative management style. This style specifies that the success of a leader that is if oriented towards subordinates, and base on communication. In addition, all parties in the organization, subordinates and leaders, applying the relationship or order a supportive relationship.

Likert designing four leadership systems in management as follows, (1) the system of "exploitative authoritative." (2) the autocratic system of the kind, have confidence in the veiled, trust in subordinates, motivated with gifts and fear following penalties, allowing the existence of upward communication, listening to the opinions, ideas of subordinates, and allow the presence of a delegation of the authority in the process of the decision, however subordinate did not feel free to discuss anything relating to the duties of his work from his superiors. (3) Consultative system characterized by have little trust in subordinates usually in terms

if he needs information, ideas, or opinions of subordinates, and still want to do control over decisions he had made. Leaders do motivation with rewards and punishments which, incidentally, and also wished to do participation. (4) The participatory-style system. The manager has the perfect trust in his subordinates.

2.2. Organizational Culture

Organizational culture is a set of values, beliefs, understanding, guidance and a way of thinking which spread by members of the Organization and taught to new members as something right, embodied in the everyday work practices and become an important part as "feeling part" Organization (Robbin and Timothy, 2009. p. 510; Jones, 2003. p. 176).

On the basis of the opinions above, clearly illustrated that there are a number of values that become cultural identity within an organization, reflected in: (1) The vision and mission of the Organization; (2) the norms and regulations that embraced, (3) the business or social events that are unsettled. Based on the description it can be concluded that the basic organizational culture is a habit, tradition, and common ways to carry out the work, which mostly comes from what has been implemented. In other words, the organizational culture is the result of the interaction of various traditions or the habit that has been implemented previously, what has been learned by member organizations, and their experiences in carrying out its commitment.

The function of the culture of the organization is to unite the activities of its member organizations, provides the identity of the Organization to its employees, facilitate the collective commitment, promoting the stability of the social system, and form behavior by helping managers to feel its presence, creating a clear distinction between one organization with other organizations, as the makers of meaning and mechanism of control (Robbins and Mary 2011. p. 515).

The main characteristics of the culture of the organization that can be measured according to Robbins and Mary (2011. p. 510) includes 7 characteristics, namely: (1) Innovation and risk taking, (2) the highest attention to detail, (3) the outcomes orientation, (4) browse orientation, orientation team (5), (6) aggressiveness, and (7) stability. The seven characteristics, will portray the culture of the Organization and the basis for an understanding together. A strong organizational culture is the culture of the Organization held the more intensive (the more fundamental and solid), the more widely embraced, and the more obvious socialized and inherited. Organizational culture is strong, can thus be measured from dimension of intensity (intensity), and the extent of the spread (extensity).

2.3. Career Planning

Career is a series of position-related work, whether paid or not, help someone grow in skill, success, and fulfillment and meaning in one's life history. Career achievements of a person is in maintaining the status, power, and awards during his life (Cascio 2008. p. 309; Dessler, 2006). Further career planning is the process of choosing one's career goals and path to reach the goal, the process of deliberation that by which a person becomes aware of

the skills, interests, knowledge, motivation and characteristics of other personnel, demanding information about the opportunities and options, identify the goals related to career and established a plan of action to achieve specific objectives (Dessler, 2006; Noe et al., 2007. p. 425).

According to Dessler (2006) there are seven benefits career planning: (1) Develops promotable employee. (2) The lower turnover, (3) taps employee potential. (4) Furthers growth. (5) Reduce hoarding. (6) Satisfies the employee needs. (7) Affirmative action plans Assists. According to Noe et al. (2007) there are four components in the system of career planning, namely: (1) Self assessment. Self-assessment helps employees determine their career interests, values, harmony, and trends of behavior. The career advisor is often use to assist employees in conducting self assessment, (2) reality check. Employees receive information about how companies evaluate their knowledge and skills and where they have linkages with the plan of the company. (3) Goal setting. Employees define career goals short term and long term from the process of career planning. The purpose of this career in general discussed with managers and written on a development plan. (4) Action planning. At this stage the employee determine how to achieve career short term and long term they are.

2.3.1. Work motivation

According to Robbins and Timothy (2009. p. 166) that: *“Motivation is the willingness to make every effort to achieve organizational goals conditioned by this effort’s ability to satisfy individual needs.”* The motive is an urge necessity in employees that need to be fulfilled in order for such employees can adapt to the environment, while the motivation was the condition that drives the employees to achieve the goals of his motives). Next The motivation is “a potential strength is inside a human, that can be developed on its own, or developed by a number of outside force that essentially revolves around monetary rewards and non-monetary rewards that can affect the results of its performance positively or negatively, which depends on the situation and conditions facing the person concerned.”

The above definition defines motivation as follows. First, the motivation is all the hard work from the conditions in which is known as the hope, the desire, the drive moves. Second, the motivation is a combination of strength, which directly and sustain behavior towards the achievement of the objectives. This expression describes how a person’s motivation as prime movers in doing his job. Each worker requires strong motivation so willing to carry out the work in a vibrant, passionate and dedicated.

Spitzer (2008. p. 4) describes the culmination of work motivation of employees called *“super motivation,”* where the employees are motivated *self-sustaining, organization-wide* and *highly motivated*. Based on the quote above is seen just how important and the role of motivation in optimizing ability as well as make better performance for someone in work. *“Motivation says do this because it’s very meaningful for me to do it,”* so the phrase from Herzberg (Davis 2005. p. 50).

Robbins and Mary (2011. p. 315) suggested to measure the motivation of working dimensions and charge indicators will include: (1) Environmental factors (hygiene factors) with indicator: (a) The company’s policy and its implementation (company policy and administration); (b) technical supervision (technical supervision); (c) working conditions (working condition); (d) sense of security in the job (job security); (e) interpersonal relationships (interpersonal relationship), and (f) salary (salary), and (2) the motivator factors (extrinsic motivation are the driving factor), with indicator: (a) Awards (recognition); (b) complete success (achievement); (c) possibilities of self-development (possibility of growth); (d) chance to advance (advancement); (e) liability (responsibility), and (f) work itself (the work itself).

2.3.2. The performance

The term performance/achievement is a decoy-linguist of the United Kingdom “performance.” The performance is a real achievement that is displayed after the concerned person to perform tasks and its role in the Organization. According to Gibson et al. (2011. p. 362) performance is: “The desire of any employee’s behavior performance.” Performance is the drive output from processes human or otherwise. This definition limits the understanding of performance as a result or output of a human or other process. The performance is the real behavior shown everyone as achievements of work produced by employees in accordance with its role in the company.

According to Bernardin and Joice (2006. p. 383) there are six primary criteria that can be used for the measurement of performance, namely: (1) Quality is the work based on the specified standard. (2) Quantity is the result that match on working target. (3) Timeliness is the time of the work that is completed and do not hinder the work of others. (4) The cost effectiveness that is using the company’s resources efficiently. (5) The need for supervision is the ability to get the job done without strict supervision and discipline, morale is high. (6) Interpersonal impact is the ability to work together with your boss, co-workers, subordinates and can organize the job well.

3. METHODOLOGY

This research using quantitative approach, descriptive, explanatory, and causality with object of research employees in company Packaging Tangerang Regency. The model used in this study is a model of causality or relationships influence. To test the hypothesis that will be presented in this study then engineering analyses to be used is the structural equation modelling (SEM) which is operated through the program LISREL 8.8. The population of the research was 3100 employees from 4 companies packaging in the area of Tangerang.

4. RESULTS AND DISCUSSION

Hypothesis testing using the approach of SEMs through the program Lisrel 8.8 obtained the following results in Figures 1 and 2:

Figure 1: Full model diagram (standardized)

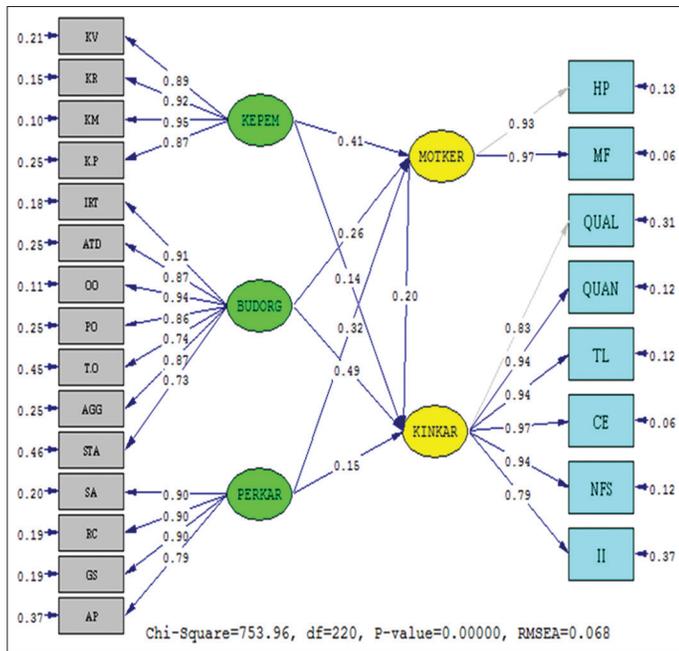
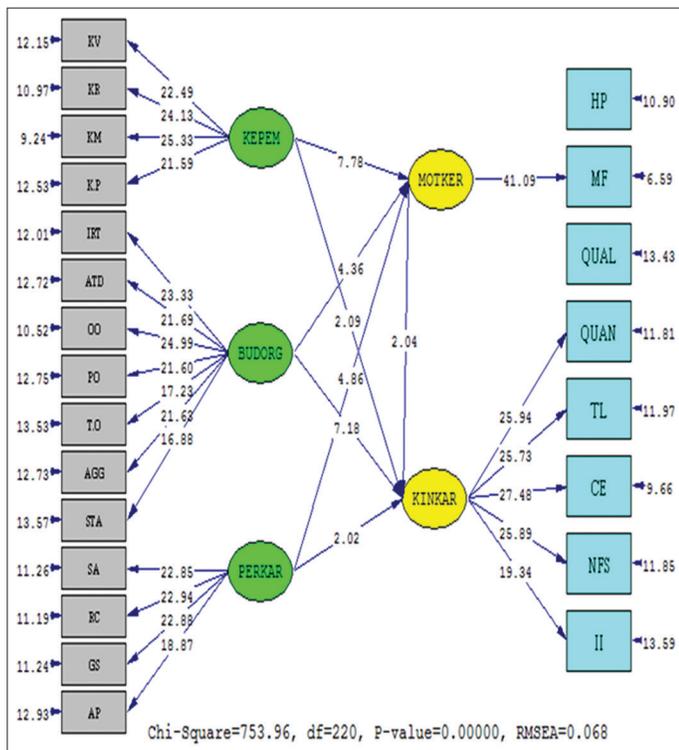


Figure 2: Full model structural equation model (t value)



4.1. The Leadership of the Influential Partially against the Work Motivation

The empirical results of the study found (H₁) that the direct positive effect against leadership motivation work, 16.81%. This shows that the working motivation in 16.81% employees on company packaging in Tangerang area can be explained by the leadership, with the results of a t value 7.78 > 1.96. The largest dimensions that contribute to leadership is the leadership dimension of motivators.

4.2. Organizational Culture Partially against the Influential Work Motivation

The empirical results of the study found (H₂) that the direct effect of positive organizational culture toward work motivation, stated that the magnitude of the contribution of the Organization towards the culture of work motivation of 6.76%. This indicates that the motivation of working in a 6.76% of the employees at the company's packaging in Tangerang area can be explained by the culture of the Organization, with a t value 4.36 > 1.96. The largest dimensions that contribute to organizational culture learning outcomes is the dimension orientation.

4.3. Career Planning Partially against the Influential Work Motivation

The results of the empirical research found (H₃) that career planning direct positive effect against work motivation, stated that the magnitude of the contribution of the career planning of work motivation towards 10%. This indicates that 1% in work motivation of employees at the company's packaging in Tangerang area can be explained by the career planning, with a t value of + 4.86 > 1.96, with the largest dimensions that contribute to career planning is the dimension of goal setting. The results of the empirical research found that career planning direct positive effect against work motivation, stated that the magnitude of the contribution of the career planning of work motivation towards 10%. This indicates that 1% in work motivation of employees at the company's packaging in Tangerang area can be explained by the career planning, with a t value of + 4.86 > 1.96, with the largest dimensions that contribute to career planning is the dimension of goal setting.

4.4. Leadership, Organizational Culture and Career Planning together Effect on Work Motivation

The results of the empirical research found (H₄) that leadership, organizational culture and career planning together influential directly against the motivation of working, stated that the magnitude of the contribution of leadership, organizational culture and career planning together against the Work Motivation is 89%, while 11% are affected by other factors in addition to leadership, organizational culture and career planning, such as a motivation factors of climate, work organization, job satisfaction, competence, compensation, attachment, empower of employees and others. But the dominant factor partially affect the motivation of the employees Working on the company's packaging in the area of Tangerang is the leadership factor with the coefficient line of 0.41.

4.5. A Partial Influence on Leadership Performance

The empirical results of the study found (H₅) that the direct positive effect of leadership against the performance of employees, stated that the magnitude of the contribution of the employee's Performance against the leadership of 1.96% in the calculation of the price coefficient get line $(0.14) = 0.14 \times 0.14 \times 100\% = 1.96\%$. This indicates that the employee in the performance of 1.96% of the employees at the company's packaging in Tangerang area can be explained by the leadership, with the results of a t value 2.09 > 1.96.

4.6. Organizational Culture Partially Influence on Employee Performance

The results of the empirical research found (H_6) that organizational culture positive direct effect on performance of employees, stated that the magnitude of the contribution of organizational culture on performance of employees of 24.01% in the calculation of the price coefficient get line $(0.49) = 0.49 \times 0.49 \times 100\% = 24.01\%$. This indicates that the employee in the performance of 24.01% employees on company packaging in Tangerang area can be explained by the culture of the Organization, with a t value $7.18 > 1.96$.

4.7. Career Planning in Partial Effect on Employee Performance

The results of the empirical research found (H_7) that career planning a direct positive effect on performance of employees, stated that the magnitude of the contribution of career planning on performance of employees amounting to 2.25% in the calculation of the price koefesien get line $(0.15) = 0.15 \times 0.15 \times 100\% = 2.25\%$. This shows that 2.25% in the performance of employees on the company's packaging in Tangerang area can be explained by the career planning, with a t value $2.02 > 1.96$.

4.8. The Motivation of Working in a Partial Influence on Employee Performance

The empirical results of the study found (H_8) that the direct positive effect of work motivation on performance of employees, stated that the magnitude of the contribution of work motivation on performance of employees by 4% in the calculation of the price of getting from line coefficient $(0.20) = 0.20 \times 0.20 \times 100\% = 4\%$. This showed that 4% of employees in the performance of employees on the company's packaging in Tangerang area can be explained by motivation of working, with a t value $2.04 > 1.96$. The empirical results of the study found that the direct positive effect of work Motivation on performance of employees, stated that the magnitude of the contribution of Work Motivation on performance of employees by 4% in the calculation of the price of getting from line coefficient $(0.20) = 0.20 \times 0.20 \times 100\% = 4\%$. This showed that 4% of employees in the performance of employees on the company's packaging in Tangerang area can be explained by motivation of working, with a t value $2.04 > 1.96$.

4.9. Leadership, Organizational Culture, Motivation and Career Planning Employment Effect on Employee Performance

The results of the empirical research found (H_9) that leadership, organizational culture, motivation and career planning work together directly influential on performance of employees, stated that the magnitude of the contribution of leadership, organizational culture, career planning and motivation of working together on performance of employees is of 92%, while 8% are affected by other factors in addition to leadership, organizational culture, career planning and Job Motivation, climate factors such as organization, job satisfaction, competence, empower of attachment, compensation, employee, employee satisfaction, employee discipline and others. However, partially dominant factor of its influence on the performance of employees on the

company's packaging in the area of Tangerang is the factor i.e. organizational culture of 0.49.

5. CONCLUSION

This study is intended to look for factors that affect the performance of the employee. This research using survey method, which aims to figure out a general overview about the influence of the leadership, organizational culture, and career planning and work motivation against its implications to employee performance. Based on the results of hypothesis testing and discussion that have been discussed in the previous chapter, then the results of this research can be summed up as follows.

1. Positive and significant influential leadership partially against employee motivation in the company's packaging in the area of Tangerang. With the most leadership dimensions reflect the variables found in the dimensions of leadership leadership motivational speaker. This indicates that the leadership of improvement especially on the dimension of leadership motivators will result in increased work motivation.
2. Organizational culture positive and significant effect are partial toward the work motivation of employees at the company's packaging in the area of Tangerang. With the dimensions of organizational culture that best reflect the learning outcomes contained in the dimension Orientation. This indicates that improvement organizational culture especially in the dimensions of learning outcomes Orientation will result in increased work motivation.
3. Career planning a positive and significant effect are partial toward the work motivation of employees at the company's packaging in the area of Tangerang. With dimensions of career planning that best reflect the present on the dimension of the self-assessment. This shows that the improvement of planning career mainly on the dimension of the self-assessment will result in increased work motivation.
4. Leadership, organizational culture and career planning positive and significant effect simultaneously against the work motivation of employees at the company's packaging in the area of Tangerang. With variable leadership has the most dominant influence motivation towards work. This indicates that improvements in the effectiveness of the leadership, organizational culture and career planning together will result in increased work motivation.
5. Positive and significant influential leadership partially against the performance of employees on the company's packaging in the area of Tangerang. With the most leadership reflect the dimensions contained in the dimension of leadership motivational speaker. This indicates that the leadership of improvement especially on the dimension of leadership motivators will result in increased employee performance.
6. Organizational culture positive and significant effect partially against the performance of employees on the company's packaging in the area of Tangerang. With the dimensions of organizational culture that best reflect the learning outcomes contained in the dimension orientation. This indicates that improvement organizational culture especially in the

dimensions of learning outcomes orientation will result in increased employee performance.

7. Career planning a positive and significant effect partially against the performance of employees on the company's packaging in the area of Tangerang. With dimensions of career planning that best reflect is on the dimensions of the self-assessment. This indicates that the repair career planning especially on the dimension of the self-assessment will result in increased employee performance.
8. The positive effect of work motivation and significant partially against the performance of employees on the company's packaging in the area of Tangerang. With the most motivation of working dimensions reflect is on dimensions motivator factors. This indicates that partially fixes the motivation of working especially on the dimension of the motivator factors will be able to improve the performance of employees.
9. Leadership, organizational culture, motivation and career planning positive and significant influential working together on performance of employees on the company's packaging in the area of Tangerang. With variable organizational culture has a dominant influence on performance of employees. This shows that the improvement of the effectiveness of the leadership, organizational culture, motivation and career planning work will result in increased work motivation.

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