The Effect Of Work Culture Change Program And Employee Motivation On Employee Performance At The Bank Indonesia Representative Office (Kpwbi) Purwokerto

Adi Haryo Wicaksono[1*], Rio Dhani Laksana[2], Adi Indrayanto[3]

[1*]Universitas Jenderal Soedirman, adi.haryo.w@unsoed.mhs.ac.id, Indonesia
[2]Universitas Jenderal Soedirman, riodhani@unsoed.ac.id, Indonesia
[3]Universitas Jenderal Soedirman, adi.indrayanto@unsoed.ac.id, Indonesia
*Adi Haryo Wicaksono

ABSTRACT

This study analyzes the effect of the program of changing work culture and employee motivation on employee performance at KPwBI Purwokerto. Every employee is required to be able to perform high through changes in organizational culture that are carried out as an effort to achieve the organization's vision and mission. However, internalization carried out for all employees received different responses and responses so that it affected employee motivation and performance.

The method used in this study is through data collection which is carried out using a questionnaire or questionnaire technique, namely the method of data collection carried out by asking respondents to answer a list of questions that have been prepared and the type of research conducted in the form of causal associative, namely research that aims to analyze the relationship or influence between two or more variables and analyze the influence between variables

These various responses will have an impact on the organization so that the success of the organization will depend on the results of the changes in work culture carried out. Based on the analysis, the influence of work culture on employee performance is positive and work motivation on employee performance is positive.

Keywords: Work Culture, Work Motivation, Employee Performance

1. Introduction

To support the achievement of the vision and mission, several organizations will make changes to their work culture. Alinvia Ayu (2018) that the organizational culture of a company reflects the values and norms that become the company's vision and mission in achieving goals. The implementation of the change in work culture at KPwBI Purwokerto begins with the introduction of a system that will be applied to all employees/members in an organization. The next stage is to internalize each employee/employee member through the implementation of a work culture change program that is in line with the organization's vision and mission.

In the implementation of strengthening the work culture, one of the resulting targets is the formation of changes in employee behavior including employee involvement and engagement across generations that can encourage employee motivation in completing daily tasks and work as well as improving employee performance. According to Allen, in Sihombing (2018: 19) that employee engagement is the emotional feeling of employees towards the organization and the actions they take to ensure the organization is successful. Employees who have being attached to the company demonstrates care, dedication, passion, accountability, and focus on results. Thus, employee engagement which is the output of the implementation of work culture will have an impact on work motivation and employee performance.

An understanding of the work culture of the organization should also be linked to the diversity and characteristics of the work orientation of the members of the organization. This will provide an overview of their actions, reactions and decisions to their respective work situations.

According to Edy (2019) that organizational culture is a set of system values (values), beliefs, assumptions, or norms that have long been in effect agreed and followed by members as guidelines. behavior and solving organizational problems. The result is an assessment of the good or bad of the object from a certain point of view. When the organization begins to be oriented to the formation of organizational culture, it also means placing aspects of human resources in a strategic position through top leaders or managers to secure behavioral norms, values and shared beliefs about the company. At the same time it becomes a vital tool for management if you want to achieve high performance, which in the end creates a positive work attitude that encourages employee and management performance improvement, manifested in all activities and organizational policies.

However, in the process of changing work culture, there are employees who are resistant to changes related to the diversity and characteristics of the work orientation above, because changes in work culture are seen as providing a workload through change programs that are implemented. According to Koesomowidjojo (2017) workload is one aspect that must be considered by every company or organization. Because the workload will result in certain conditions, especially if it has a negative impact, it will cause a decrease in employee motivation which can affect employee involvement in every activity, employee motivation, employee performance and goals for achieving the organization's vision and mission.

2. Literature Review

2.1 Organizational Work Culture

Fuad Mas'ud (2004) states that organizational culture is a system of meanings, values and beliefs that are shared in an organization that becomes a reference for acting and distinguishing one organization from another. Mangkunegara (2005) suggests that work culture is a set of assumptions or systems of beliefs, values, and norms developed in an organization that can be used as a basis for member behavior, to overcome problems of external adaptation and internal integration.

Organizational culture is also closely related to the organization development program, which is closely related to programs, organizational interventions, organizational structure, and ultimately touches on HR planning, development, education and training activities so that HR has strong cultural values, is adaptive and in accordance with the demands of the business world at globalisation era.

2.2 Work Motivation

According to Sardiman (2006:73), Understanding Motivation is a change in energy in a person which is characterized by the emergence of feeling and preceded by a response to the existence of a goal. According to Mulyasa (2003:112), Understanding Motivation is a driving or pulling force that causes behavior towards a certain goal. Employees will be serious because they have high motivation. Thus, motivation is a condition or condition that encourages, stimulates or moves someone to do something something or activity he does so that he can achieve his goals.

According to Sondang P. Siagian (2008:138) work motivation is a driving force that causes an employee to be willing and willing to mobilize the ability to form expertise and skills of energy and time to carry out various activities that are his responsibility and fulfill his obligations in the context of achieving corporate goals and various activities. Work motivation is something that encourages someone (both from within and from outside a person), so that someone will have high enthusiasm, desire and will and will make the greatest contribution to the success of achieving common goals.

Based on previous research, the variables used, namely work motivation, job characteristics and employee engagement, were mostly used for research purposes related to their effect on job satisfaction and employee commitment. However, in previous studies, there was no discussion of how then if in an organization, a part from having organizational goals that are influenced by the variables above, there is also a work culture that goes hand in hand with daily work.

In this context, there will be additional activities for employees where employees are required to complete work in accordance with their main duties and responsibilities and on the one hand actively participate in implementing a work culture change program which is reflected in the implementation of the change program. The organization sees that changes in work culture implemented through change programs can be harmonized and support the completion of work business processes so that organizational goals reflected through the vision and mission can be achieved.

This condition will give various responses by employees. With additional activities through the change program, there are employees who see from the point of view that additional activities will provide a burden so that employees are not motivated to carry out the intended change program. But on the other hand, there are also employees who see that the change program is an opportunity to be able to develop and actualize themselves, so that career advancement opportunities are more open. With these different motivations, employee involvement in implementing change programs is not optimal, even though the organization requires all employees to play an active role.

2.3 Employee Performance

Performance is defined as a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission as outlined through the strategic planning of an organization. According to (Moeheriono, 2014) performance as a result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with the authority, duties and responsibilities of each in an effort to achieve organizational goals.

Employee performance refers to a person's achievement as measured by standards or criteria set by the organization. Management to achieve high human resource performance to improve the organization as a whole.

Performance is a result achieved by workers/employees in carrying out their work according to certain criteria that apply to a particular job. Robbins (1998) states that employee performance is a function of the interaction between ability and motivation.

From the description above, the important things that can be used as performance indicators are quality, quantity, understanding or main tasks, innovation, work speed, work accuracy and cooperation, all of which are able to develop presentations or performance.

2.4 Previous Research

Previous research is very important as a basis for the preparation of this article. Usefulness to find out the results that have been carried out by previous researchers, as well as comparisons and illustrations to support subsequent research activities:

- Research by Haryanto, R., Fathoni, A., & Minarsih, M. M. (2018)
  This research was conducted by examining the effect of employee engagement with job satisfaction, organizational commitment and motivation. The results show that employee engagement has a positive and significant effect on job satisfaction. Employee engagement is proven to have a positive and significant effect on organizational commitment and motivation has a positive effect on organizational commitment.

- Research by Nabawi, R. (2020)
  This research was conducted by examining the effect of job satisfaction on employee performance. The results show that job satisfaction has no significant effect on employee performance. The second is that workload has a significant effect on employee performance variables. Employee performance will be maximized if the workload indicators are met in a balanced manner such as targets to be achieved, working conditions and work standards. The work targets set must be in accordance with the abilities of the employees.

- Research by Kartikaningsih, K. (2007)
  This research was conducted by examining the influence of work culture on employee performance. The results show that there is a direct influence between organizational culture and employee performance. The second is also testing the effect of work involvement on employee performance. The results show that there is a unidirectional effect between job involvement and employee performance.

- Research by Iswandani, H. (2016).
  This research was conducted by examining the effect of workload on employee performance. The results show that there is no influence between workload and employee performance.

2.5 Theoretical Framework and Model Development

Based on the results of a literature review on the influence of work culture and work motivation, on employee performance, a theoretical framework can be drawn up as follows:
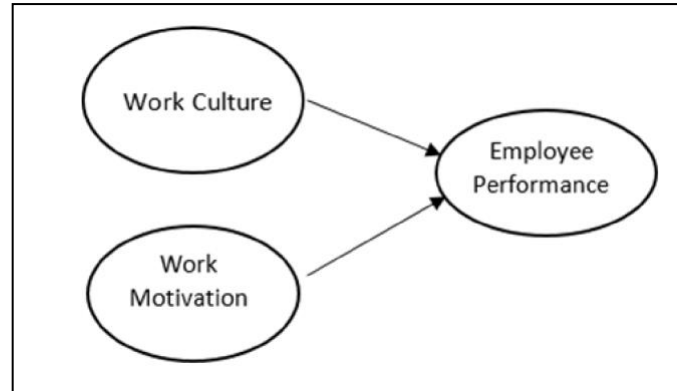

Figure 1.

3. Research Methodology

3.1 Types of Research

This research is causal associative research, namely research that aims to analyze the relationship or influence between two or more variables and analyze the influence between variables (Suliyanto, 2018, 15). Causal associative research is a research problem formulation that is asking the relationship between two or more variables. A causal relationship is a causal relationship (Sugiyono, 2019, 65).

3.2 Data Source

In this study, two sources of data were used, namely:

- Primary data sources are obtained directly from the initial source, in this case the Bank Indonesia Representative Office Purwokerto Employees.
- Secondary data sources are obtained from the Division of Organizational Work Culture and Management Policy Group as supporting data for primary data sources in the form of documents.

3.3 Method of Collecting Data

Data collection in this study was carried out using a questionnaire, namely the method of collecting data by asking respondents to answer a list of questions that had been prepared.

3.4 Data Analysis

- Analysis Tools
  Data analysis used quantitative data analysis. After the data is collected then the data is grouped based on the variables and respondents. Tabulate it based on the type of variable and respondents, then calculate the problem formulation and perform calculations for hypothesis testing.

Based on the analysis of the data obtained for the work culture change program, that KPwBI Purwokerto is considered a work unit that has just started to significantly build behavior that is in line with integrated strategic values in every work process and shows a concrete impact on the achievement of KPwBI Purwokerto's performance even though employee engagement increased with a score of 82 and was included in the moderately engaged category.

Table 1.

| NO	VARIABEL	INDIKA-TOR	PERNYATAAN	AVER-AGE SCORE PER ITEM	ENGAGE-MENT BE-HAVIOR LEVEL	TOTAL AVER-AGE SCORE TAHUN 2021	ENGAGE-MENT BEHAVIOR LEVEL TAHUN 2021	TOTAL AVER-AGE SCORE TAHUN 2020	ENGAGE-MENT BEHAVIOR LEVEL TA-HUN 2020	KETERA-NGAN
1	Engage-ment	Say	Saat ada kesempatan, saya menceritakan kepada orang lain hal-hal sangat baik yang pernah saya alami saat bekerja di sini.	87	*Moderately Engaged*	88	*Moderately Engaged*	81	*Moder-ately En-gaged*	Peruba-han Positif
2			Saya tidak merekomen-dasikan Bank Indonesia kepada teman yang sedang mencari kerja.	89	*Moderately Engaged*					
3		Stay	Saya akan meninggalkan Bank Indonesia, ketika ditawari kesempatan kerja yang lebih baik di lembaga publik lainnya.	81	*Moderately Engaged*	79	*Moderately Engaged*	71	*Moder-ately En-gaged*	Peruba-han Positif
4			Hampir tidak pernah terpikir-kan oleh saya untuk bekerja di lembaga publik lainnya.	77	*Moderately Engaged*					
5		Strive	Seringkali saya menyele-saikan pekerjaan yang diber-ikan dengan kemampuan seadanya.	81	*Moderately Engaged*	81	*Moderately Engaged*	75	*Moder-ately En-gaged*	Peruba-han Positif
6			Saat bekerja, saya selalu memperhatikan waktu yang ada, dan berharap jam pulang segera tiba.	80	*Moderately Engaged*					
			TOTAL AVERAGE SCORE			82	*Moderately Engaged*	76	*Moder-ately En-gaged*	Peruba-han Positif
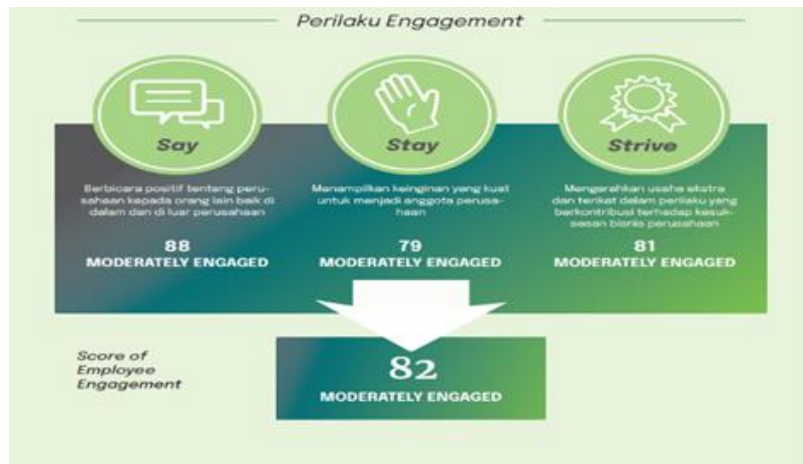
Figure 2.

Based on the perception of employees in general regarding the implementation of all change programs carried out internally at KPw BI Purwokerto, 74% of employees assess that the implementation of change program activities has become part of the daily work process that must be carried out in completing work at KPwBI Purwokerto. This condition correlates with employee involvement in the implementation of the change program that is not optimal as evidenced by the

score obtained based on the survey results, which is 2.89 out of a scale of 4 and lower than the average BI Wide score of 2.97.

Furthermore, based on the results of the evaluation of the implementation of the work culture change program, KPw BI Purwokerto has shown that more efforts can be made to strengthen the effectiveness of the change program in encouraging the development of behavioral changes that have an impact on achieving optimal performance targets. The value obtained is 2.87 from a scale of 4 and is in the enable position.

Figure 3.

4. Results

- The Influence of Work Culture on Work Motivation
  In accordance with the results of the survey above that work culture has an effect on work motivation but is still not optimal. In accordance with the data above, only 74% of employees assessed that the implementation of change program activities had become part of the daily work process that must be carried out in completing work at KPwBI Purwokerto so that they were motivated in completing work. Meanwhile, 26% of employees saw the opposite, that the implementation of the work culture change program had no effect and impact on employees' work motivation. In connection with this, it is necessary to have an active role of a leader in motivating and creating a comfortable and productive work atmosphere.

- The Effect of Workload on Work Motivation
  Changes in work culture carried out through the change program will increase the workload of employees. In this context, there will be additional activities for employees where

employees are required to complete work in accordance with their main duties and responsibilities and on the one hand actively participate in implementing a work culture change program which is reflected in the implementation of the change program. Workload affects work motivation as evidenced by employee engagement at a value of 2.89 out of a scale of 4.

- The Influence of Work Culture on Employee Performance
  Based on the data above, work involvement is in line with employee performance. KPwBI Purwokerto has shown more efforts that can be done to strengthen the effectiveness of the work culture change program in encouraging the development of behavior change that has an impact on achieving performance targets but is still not optimal as evidenced by the number of involvement and the value of the evaluation results that place it in an enable position, not empowerment.

- The Effect of Work Motivation on Employee Performance
  The work culture change program supported by the change drive team received mixed responses from employees. With a large number of employees assessing that work culture has a positive impact on both career improvement and development, employees in completing tasks become more motivated which has an impact on employee performance. Although it is still not optimal, the implementation of the work culture change program has been able to increase employee behavior changes which have an impact on employee awareness to be able to work according to the targets set in accordance with the organization's vision and mission

5. Conclusion and Recommendations

5.1 Conclusion

- The work culture change program has a positive effect on work motivation but is not optimal considering the level of employee participation is 74%.
- Workload has a negative effect on employee work motivation as evidenced by the employee involvement score of only 2.89 out of a scale of 4.
- Work culture has a positive effect on employee performance with a high positive affect number, namely in the enable position but still not optimal.
- Work motivation has been able to increase changes in employee behavior that have a positive impact on work completion and on employee performance.
- Based on the conclusions above, in general it has similarities with the results of previous studies that work culture, work motivation and employee performance have a positive relationship.

5.2 Recommendation

- To improve work situations and work quality more positively, it is necessary to increase the active role of leaders in motivating and creating a comfortable and productive work atmosphere.
- Inviting leaders to always ask questions, ask for opinions and suggestions at every opportunity so that there is a balanced two-way communication channel that can increase employee motivation, employee involvement in work culture change programs, and employee performance.

References

Sagita, Alinvia Ayu. (2018) Pengaruh Budaya Organisasi terhadap kinerja karyawan dengan Motivasi kerja sebagai variabel mediator. Jurnal Administrasi Bisnis 57.1, 2357-2747.

Nabawi, R. (2020). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. Maneggio: Jurnal Ilmiah Magister Manajemen, 2(2), 170-183.

Dolphina, E. (2012). Pengaruh Motivasi, Kepemimpinan dan Budaya Kerja terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan. Semantik, 2(1).

Kartikaningsih, K. (2007). Analisis Pengaruh Budaya Organisasi dan Keterlibatan Kerja Terhadap Komitmen Organisasi Dalam Meningkatkan Kinerja Karyawan (Studi Pada PT. Bank Tabungan Negara (Persero) Cabang Semarang) (Doctoral dissertation, program Pascasarjana Universitas Diponegoro).

Melias Metami, L., Surya, A., & Sembiring, R. Pengaruh Budaya Kerja, Motivasi Kerja Dan Beban Kerja Terhadap Produktivitas Kerja Pegawai Pada Badan Kepegawaian Daerah Kabupaten Serdang Bedagai.

Surijadi, H., & Musa, M. N. D. (2020). Dampak Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai. PUBLIC POLICY (Jurnal Aplikasi Kebijakan Publik & Bisnis), 1(2), 101-114.

Iswandani, H. (2016). Pengaruh Motivasi Dan Beban Kerja Terhadap Kualitas Kehidupan Kerja (Quality Of Worklife) Serta Dampaknya Terhadap Kinerja Karyawan Di Unit Operasional Pt Bni (Persero), Tbk. Jurnal Eksekutif, 13(2).

Haryanto, R., Fathoni, A., & Minarsih, M. M. (2018). Pengaruh Karakteristik Pekerjaan, Employee Engagement dan Motivasi terhadap Komitmen Organisasi dengan Kepuasan Kerja sebagai Intervening pada PT. Eka Farma Di Semarang. Journal of Management, 4(4).