



THE IMPACT OF INTRINSIC MOTIVATION, ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT HUMAN CAPITAL SERVICES GROUP (PT BANK MANDIRI)

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Abstract: The decrease in employee performance would derive in business results are being less than optimal is the beginning of a phenomenon which occurs in a company. This research has purpose to determine the impact of intrinsic motivation, organizational culture and job satisfaction towards employee performance at Human Capital Services Group (PT Bank Mandiri). The data analysis through multiple linear regression analysis. This type of research is included in quantitative. The sample subjects in this research were 65 employees of Human Capital Services Group (PT Bank Mandiri). The results from this multiple linear regression analysis partially indicate if the intrinsic motivation, organizational culture and job satisfaction had a significant impact on employee performance at Human Capital Services Group.

Keywords: Intrinsic Motivation, Organizational Culture, Job Satisfaction and Employee Performance.

INTRODUCTION

The banking industry is one of the most important sectors in every country, because lots of economies are directly or indirectly driven by the banking sector. During the Babylonian, Greek and Roman periods, it was believed that banking played a role in the flow of trade. Recently, the duties of the bank were mostly to exchange currency, so people who did this business were often called currency traders. Usually, the job of currency trader is only as an intermediary for the conversion of foreign currency into national currency, and conversely. Then by collecting loan interest to receive savings, deposits or loan funds, so that this business growth. Based on Indonesia's banking history, the traditional banks were existed earlier than Islamic banks, which were only established in 1992.

The author found if the research from Aminu (2016) entitled "The Effect of Work Motivation on Employee Performance of Perum Bulog Sub Divre Ponorogo" has results proved that there are other variables which could impact the employee performance beyond the

motivation and it's strengthened by the results of Adjust R square which results in work motivation of 16.8% to describe the employee performance, for reasons or other variables of 83.2%. Therefore, it appears that high work motivation cannot fully blame as the cause of the decline in performance at Bulog sub division Ponorogo but there are also variables which influence. The Researcher Raden Yohanes Luhur (2015) with the title "The Influence of Leadership, Work Motivation and Work Environment on Employee Performance at PT Panin Bank Tbk's Supervisory and Inspection Bureau." It could be concluded if the work motivation has no significant impact on the performance of PT Bank Panin Tbk.

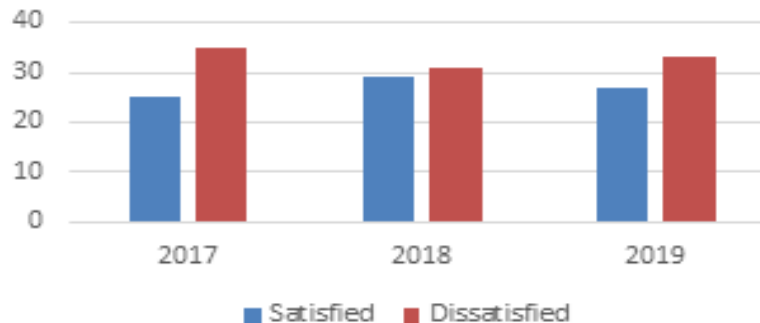


Figure 1. Job Satisfaction Diagram

From the Table 1 above it shows if in the last three years, the employee job satisfaction is still low. This is caused by various events such as salary, benefits, promotion and other things, which leads to decreases in employee performance.

Research findings on work motivation, organizational culture and inconsistent training on employee performance need to be examined further. Knowing that employees are one of the determining factors to economic development of an organization, so it is interesting to discuss in the context of the problems mentioned above. Then the author conducted the research entitled "The Impact of Intrinsic Motivation, Organizational Culture and Job Satisfaction on Employee Performance at Human Capital Services Group (PT Bank Mandiri)."

There are several purposes of this research, such as:

- 1) To determine and assess the influence of Intrinsic Motivation on Employee Performance at Human Capital Services Group.
- 2) To determine and assess the influence of Organizational Culture on employee performance at Human Capital Services Group.

To determine and assess the influence of Job Satisfaction on Employee Performance at Human Capital Services Group.

LITERATURE REVIEW

Intrinsic Motivation

Intrinsic motivation is a factor that encourages the enthusiasm to achieve higher goals (Herzberg in Hidayati & Ermiyanto, 2017). Therefore, the fulfillment of high-level needs (motivational factors) is likely to outperform the low needs satisfaction (Riyanto & Prasetyo,

2021). Herzberg's theory argues that there are two factors which boost the motivation for employee spirit, which are internal factors, specifically encouragement from everyone surrounding and external factors, specifically encouragement from outside, especially from the organizations that they work for (Hidayati & Ermiyanto, 2017). This theory is in line with the Hasibuan theory (2015).

Organizational Culture

Edison, et al. (2016) declared that the organizational culture as the result of the process of interpreting and resolving the cultural styles and/or behaviors of each individual previously brought to new norms and philosophies and which groups would have an energy and pride in dealing with things and goals. It is supported by Darto's theory (2016).

Job Satisfaction

According to Robbins & Judge (2015), job satisfaction is a positive feeling obtained by evaluating the characteristics of a job. Basically, the needs of human life are not only material, but also non-material such as self-esteem and job satisfaction which will impact life satisfaction. Satisfaction is abstract, invisible and can only be found if the work results meet the expectations of society. Job satisfaction would tell how a person feels towards their job.

Employee Performance

Edison et al. (2016) stated if the performance refers to the results of a process that is referenced during a certain period and measured according to the pre-determined terms or agreements. This theory was supported by the theory of Mangkunegara (2016).

RESEARCH METHODS

This research used quantitative research methods, the samples taken from certain populations which were selected by the researcher and that would be used in this research, the data measurement scale used to test the Likert scale and the Likert scale could test the attitudes, views and opinions of a person or group from social events. For each question or statement, the respondent needs to support the selection of the question (Prasetyo et al., 2021; Riyanto et al., 2021; Irnawati & Prasetyo, 2020). Through a Likert scale, the respondent chooses the answer from the variable which is available in the variable index section and each variable index has a tool that is used as a standard in questions or statements ".

The research population was all employees of the Human Capital Services Group (PT Bank Mandiri), with total of 65 employees. This research used sampling saturated technique, which means that the whole population could be used as sample, so that the number of samples is 65 employees.

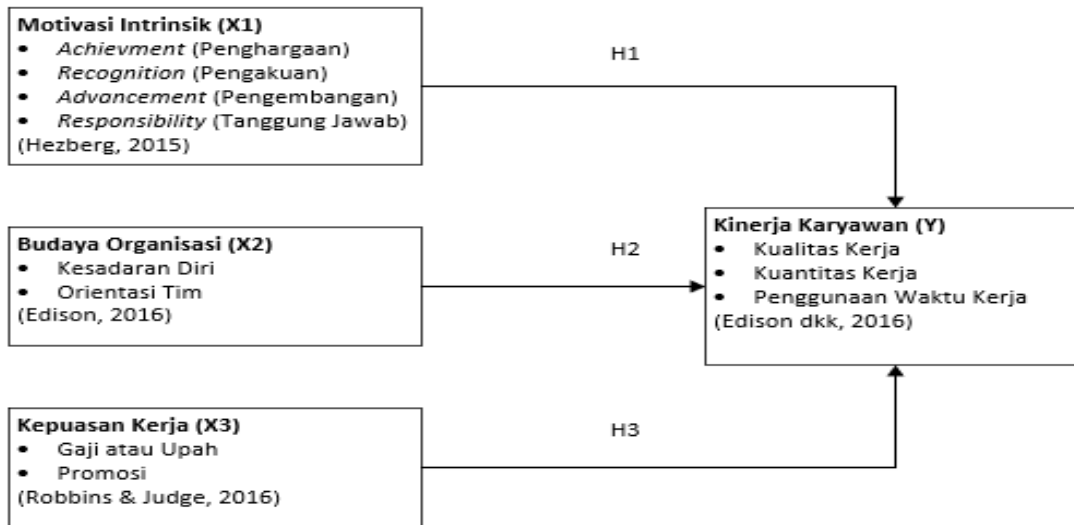


Figure 2. Theoretical Framework

FINDINGS AND DISUCUSSION

Research Findings

Based on these research findings, it was obtained that the value of r count $>$ r -table = 0.244. Therefore, all expressions of intrinsic motivation (X1), organizational culture (X2), job satisfaction (X3) and employee performance (Y) were valid. The Cronbach's Alpha value from the reliability test results of all these variables was greater than 0.6, so the intrinsic motivation (X1), organizational culture (X2), job satisfaction (X3) and employee performance (Y) variables were declared reliable and could be used for further analysis.

Based on these research results, each correlations between Intrinsic Motivation (X1), Organizational Culture (X2), Job Satisfaction (X3) and Employee Performance (Y), could be illustrated as these following interpretations:

- 1) The significant value of the Intrinsic Motivation variable was 0.000. with significant value of $t < 5\%$ ($0.001 < 0.05$). Thus, the hypothesis test was accepted. This shows if Intrinsic Motivation has a significant impact on Employee Performance. The influence value of the Intrinsic Motivation variable was 0.330 or 33%.
- 2) The significant value of the organizational culture variable was 0,000 with significant value of $t < 5\%$ ($0.000 < 0.05$). Thus, the hypothesis test is accepted. This shows if the organizational culture has a significant impact on employee performance. The influence value of the Organizational Culture variable was 0.429 or 42.9%
- 3) Job satisfaction variable has a significant value of 0.028. The significant value of $t < 5\%$ ($0.001 < 0.05$). Thus, the hypothesis test was accepted. This shows if Job Satisfaction has a significant impact on Employee Performance. The influence value of the Job Satisfaction variable was 0.168 or 16.8%.

Thus, it could be said that these variables of Internal Motivation, Organizational Culture and Job Satisfaction have a significant impact on employee performance.

Table 1. t-Test Results

| | Model | Unstandardized Coefficient | | Standardized Coefficient | t | Sig |
|---|----------------------|----------------------------|------------|--------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1,382 | 0,278 | | 1,376 | 0,174 |
| | Intrinsic Motivation | 0,330 | 0,076 | 0,368 | 4,361 | 0,000 |
| | Organization Culture | 0,429 | 0,081 | 0,472 | 5,291 | 0,000 |
| | Job Satisfaction | 0,168 | 0,074 | 0,166 | 2,255 | 0,028 |

Analysis of determination in multiple linear regression often used to sizing the amount of the contribution of several variables X (X1, X2, X3) to the fluctuation (change) of variable Y. The results from these determination tests (R²) are shown in the following table:

Table 2. Coefficient of Determination Results

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| | 0,899 ^a | 0,808 | 0,799 | .19436 |

According to the measurement test result in Table 3, the amount of coefficient or R Square was 0.808 or 80.8%. Meaning that intrinsic motivation, organizational culture and job satisfaction contributed 80.8% to the variable. The coefficient value of 0.808 means that each variable has close relations. The remaining 19.2% from coefficient value was determined by other variables outside the research.

Table 3. The Results of Dimensional Matrix Correlation Analysis

| Variable | Dimension | Kinerja Karyawan | | |
|------------------------|--------------------|------------------|---------------|---------------------|
| | | Work Quality | Work Quantity | Use of Working Time |
| Intrinsic Motivation | Achievement | 0.428** | 0.437** | 0.718** |
| | Recognition | 0.736** | 0.558** | 0.447** |
| | Advancement | 0.585** | 0.308* | 0.267* |
| | Responsible | 0.440** | 0.706** | 0.451** |
| Organizational Culture | Self-consciousness | 0.438** | 0.764** | 0.618** |
| | Team Orientation | 0.412** | 0.647** | 0.959** |
| Job Satisfaction | Salary/Wages | 0.447** | 0.538** | 0.705** |
| | Promotion | 0.188 | 0.479** | 0.728** |

According to these inter-dimensional correlation matrix analysis test results as it shown in Table 4, it could be seen that the Intrinsic Motivation variable has the closest correlation between which is in the dimensions of the Recognition to the Employee Performance variable which is in the Work Quality dimension of 0.736 (close).

The organizational culture variable itself has a team orientation dimension which closely related to the Employee Performance variable through timeliness dimension of 0.959 (closely). Besides that, the Job Satisfaction variable in the Promotion dimension and the Employee Performance variable in the timeliness dimension has the closest relationship (close to) with 0.728. However, there is no significant correlation between work discipline variable in the

promotion dimension and the employee performance variable on work quality dimension because the r-count value was 0.188 which smaller than the r-table (0.244).

Discussion

Intrinsic motivation partially has a positive and significant impact on employee performance. The influence of intrinsic motivation variable was 0.330% or 33%. Based on these correlation test results between the dimensions, the Intrinsic Motivation variable has the closest correlation between the dimensions of Employee Recognition and Performance on the Work quality dimension of 0.736 (tight). The results from the research conducted by Widodo (2017), Yusuf (2014) shows that the Intrinsic Motivation variable has a simultaneous and partial impact on employee performance. It is compatible to this research. This could be interpreted as the intrinsic motivation variable from prior research had impact on increasing the employee performance. According to their explanation, these research results were in line with those results of prior research, which tells if employees have high intrinsic motivation the employee performance could be improved based on the research.

The positive value on these correlation results shows a proportional direction, so it could be said if there has an increase in employee organizational culture could improve employee performance and conversely if the organizational culture decreases, the employee performance will decrease. So the impact which causing by Organizational Culture variable was 0.429 or 42.9%. Saputri, et al. (2014) stated in their research if the organizational culture has an impact on employee performance. In a research by Wijaya (2015), it was stated that organizational culture has an impact on employee performance. The results of this research were in line with prior research which tends to show that organizational culture variables would affect the employee performance.

Job satisfaction has a positive and significant impact on employee performance. The maximum impact from job satisfaction variable was 0.168% or 16.8%. The closest correlation between the variable job satisfaction in the promotion dimension and the employee performance variable in the timeliness which is 0.728. This results were in line with the results from Calvin Sudiro (2014) which stated that job satisfaction affects employee performance. Thus, it could be concluded if the influence from job satisfaction variable was consistent with previous research, has a significant impact and is based on the expert's definition. According to this research, companies need to optimize further regarding the job satisfaction of their employees by providing salaries in accordance with the standards applicable to their employees.

CONCLUSION AND SUGGESTION

According to the analysis of the research results which described in the previous section, the following conclusions could be drawn as follows: (1) Intrinsic motivation has a significant impact on employee performance at the Human Capital Services Group. This shows that the higher the employee intrinsic motivation, the higher the employee performance would obtained. Recognition is the dimension which has most influences on employee performance. (2) Organizational culture has a significant impact on the employee performance of Human Capital

Services Group. This shows that the better the employee organization or company organizational culture, the better the employee performance would be. Team orientation is the dimension which has most influences on the increase or decrease in employee performance. (3) Job Satisfaction has a significant impact on employee performance at the Human Capital Services Group. This shows that the higher the job satisfaction, the better the employee performance would achieved.

The promotion dimension is the dimension which has most influences on employee performance. The author would like to provide some practical suggestions for the Human Capital Services Team (PT Bank Mandiri) and further research:

- 1) We urge companies to take several steps, such as communicating properly with employees who will get promotion during these Covid-19 pandemic and by providing clear and accurate information about the reason why the employees were fired from their jobs therefore they got to learn about this and do not reduce their performance.
- 2) Further research is needed to ensure and analyze more deeply about the intrinsic motivation, organizational culture and job satisfaction or other variables which are related to employee performance.

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