

How Important Leadership and Organizational Culture to Build Working Motivation

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Abstract: This paper aims to discuss the important role of leadership in organizations to help further understand the organizational culture that exists in a company so that it can provide a role in encouraging work motivation. This paper is aimed at employees at one of the logistics companies in Indonesia, namely PT YI with the characteristics of a contract employee of 52 people. The author gets an overview of the role of leadership, organizational culture, and work motivation through a survey conducted as data analysis and reviewing some literature. It can be concluded that the role of leadership in providing an understanding of organizational culture provides a role for employees to have work motivation so as to achieve the goals of the organization.

Keywords: Leadership, Organizational Culture, Working Motivation

I. INTRODUCTION

Changes that exist in a company are increasingly dynamic with increasing the magnitude of environmental conditions faced. The company needs to have an appropriate strategy to form a conducive and communicative organizational atmosphere. One thing that can be done is to have the right leadership ability for the leaders in the company.

According to [10] leaders in organizations have a big role in setting a vision to achieve organizational goals, and also able to create an environment that can motivate the organization so that organizational goals can be achieved. The ability that must be possessed by a leader one of which is able to accommodate the ideas of its members, this is in accordance with that conveyed by Lamb [11] providing opportunities for employees to share their creative ideas to improve critical situations is one of the characteristics of a participative leadership style. Participatory leaders empower their members by involving their members in achieving goals, so as to improve performance.

Creating a work environment on a team certainly requires a good ability on the leader. This will be seen to be an effective team if members have an understanding of the task and also a good relationship in teamwork. Team members will be highly motivated in completing tasks and also displaying high team cohesiveness as in [28]. If there is a situation in the organization with the characteristics of a leader who dominates, groups or subgroups in conflict, and unequal

participation by members shows the ineffectiveness of a team as in [25].

In multinational organizations that are at the core of team building is integrating a variety of resources for optimal results. So it is important to be able to form a multicultural team so that it utilizes available resources as part of a global strategy (global in perspective and local in application) to function effectively. Forming a team to be successful and provide benefits to the organization depends on cultural and organizational support, selection of the right people, and adequate programs to build the team as in [25].

It is important to be able to create a culture in the organization so that it can support members in the organization to be able to develop and provide benefits to the organization ie employees in a company. Current conditions that occur changes in social conditions indicate the need to pay attention to culture between leadership and employees in an organization. Culture in organizations can be reflected in values, missions, goals, and be able to create an environment that is able to provide opportunities for employees to be able to express their views or opinions. If this makes it uncomfortable for employees in the organization it will pose a risk with the loss of proper behavior. [20].

Values, beliefs, and principles of an organization's management system, as well as a set of good management practices and behavior, can serve as examples and strengthen the principles that form the basis of Ehtesham's view [28]. Ultimately, organizational culture reflects the values and norms set by leaders and teaches new employees to think the same way. An organizational culture with leadership has a very strong relationship and also gives a direct influence on organizational performance.[16]

Based on research conducted by previous researchers, seeing the high competition in the industry will trigger employee satisfaction and can reduce employee performance. Professional matter means that every individual has the determination to work seriously to provide the best work results [3].

Other research also shows that there is a correlation in an organizational culture that refers to the values of Good Corporate Government (GCG) that can create a conducive work environment and can trigger employee job satisfaction and improve employee performance. In the condition of job

satisfaction is influenced by the supervision of superiors in the presence of personal relationships between subordinates and their leaders [23].

So it becomes interesting to see the importance of leadership and organizational culture in building employee motivation at work.

II. LITERATUR REVIEW

2.1 Leadership

Leadership is needed to maintain the momentum of change going forward amid changes by aligning vision, resources, and commitment [7]. Simply put, the term leadership as a quality of being a smart person in leading a team, organization, country, and others is explained by reference [18].

According to [1] in one of the first formal studies referring to leadership to the Hereditary Genius by Galton, it shows that leaders have an innate nature. In recent times what has become more important in leadership is someone who truly wants to serve people to become leaders. Another thing was expressed in defining leadership as a process of influencing others to understand and agree on what needs to be done and how to do it, and a process of facilitating an individual or group to achieve a common goal in [31]

Another understanding of leadership which explains that leadership is the process of leadership carried out by an authorized person through the appointment or election to do so. In larger groups, the masses cannot lead their own groups in an organized manner so there is leadership in the organization trying to organize what is there [27].

As reference by [8] explain the relationship that exists in leadership with the driving factors in organizational culture and leadership abilities in changing what is in the organization. Leadership connectivity is focused on relationship-oriented behavior, those that foster leader-follower ties. This bond creates a strong sense of inspiration and a willingness to listen to one another, involve and analyze various points of view, and share in the group's vision. In leadership, relationships produce conditions (1) an open mind to try new ideas and approaches, (2) stronger persistence, and (3) a willingness to do the main activities.

According to [10], choosing a leadership style and the maturity or readiness of his followers into a combination that can make leadership successful. Leaders need to understand the readiness of followers, with the intention of the ability and willingness of followers to take responsibility for the behavior direction of followers. Hersey and Blanchard developed four styles of leaders: Storytelling, Selling, Participating, and Delegating.

2.2 Organizational Culture

The existing domain of organizational behavior includes a number of social sciences, such as psychology, sociology,

political science, anthropology and among others are management studies that also contribute to one or more processes at the level of individuals, groups, and organizations [13]

Another understanding of organizational culture is conveyed by reference in [6], which describes organizational culture which has four types according to the focus on people and performance in the organization. These include (i) Apathetic Culture, where the attention of members of the organization toward human relations and attention to both task performance is low. Awards are given based on political play and manipulation (ii) Caring Culture where attention to task performance and attention to human relations are high. This award is based on team cohesiveness and harmony, not on the performance of task implementation. (iii) An appropriate culture where the death of a person is low and attention to very high performance will be severely punished and will lead to low security at the level of work performed (iv) Integrative Culture, where attention to people and job performance are equally high.

The existence of organizational culture is seen consciously in practice that is in how to understand what is happening in the organization.

Stephen P. Robbins [21] in his book *Organizational Behavior* divides the five functions of organizational culture as follows: (a) the role of setting boundaries, (b) providing a sense of identity for members of the organization, (c) facilitating the emergence of commitments that are broader than one's interests, (d) increase the stability of social systems that make a social engagement to help unite organizations. and (e) being a rational and control system in guiding and shaping attitudes and behaviors in employees. Schein [26], in his book *Organizational Culture and Leadership*, divides the function of organizational culture based on stages of development, namely; (a) The initial phase is the stage of organizational growth, (b) the mid-life phase of the organization, and (c) the adult phase. And Kreitner & Kincki, in his book [32], provides four functions of organizational culture, namely; (a) providing organizational identity to employees, (b) facilitating collective commitment, (c) promoting social system stability, and (d) forming behavior by helping managers feel their presence.

Organizational culture has different characteristics from each other and based on recent research he suggested that there are seven main characteristics of organizational culture, name as reference [22];

1. Innovation and risk-taking: The level of employees is encouraged to be innovative and risk-taking.
2. Attention to detail: Expected to show accuracy (analysis), analysis, and attention to detail.
3. Results orientation: focusing on results rather than the techniques and processes used by management in achieving the goals of the organization

4. People orientation: see the extent of the impact of the decisions taken by management to the people in the organization
5. Team orientation: The extent to which organized work activities are on teams rather than individuals.
6. Aggressiveness: The level of people aggressive and competitive rather than laziness.
7. Stability: The level of organizational activity emphasizes the preservation of the status quo rather than growth.

The culture of an organization promotes certain types of leadership and suppresses others. In return, the leader also seeks to foster the culture of the organization of his choice, and if necessary to destroy existing ones to build a new culture that can enable the organization to realize its goals [26]. Thus, organizational culture and leadership are mutually interconnected. Together, they influence and are influenced by the environment that supports some of their functions and rejects others [25].

In another paper had the contingency theory of leadership as evidenced in the research by Hartnel et al, shows that leadership is effective in providing psychological support and lack of motivation in the organization's culture. [4]

Another thing was also conveyed by [15] where cultural power in the organization is very influential so that it can affect patterns of beliefs, values, assumptions, and behavioral norms. So it can be concluded if the organizational culture represents the expectations and rules used by the organization to function. This can be seen as a true value received to be able to help someone understand what is didal organization through communication that is built in it. [14]

2.3. Working Motivation

Motivation is questioned as to how its strength and potential direct subordinates to work together productively and successfully achieve the intended goals. As reference [29] state what motivation is by looking at the following conclusions:

- a. Conditions that move people towards certain goals.
- b. Expertise in directing employees and companies in succession to work successfully, so that employee desires and company goals can be achieved simultaneously.
- c. As an initiation and direction of behavior, learning motivation is actually a lesson in behavior.
- d. As energy to produce impulse within.
- e. Such conditions affect the arousing, directing, and maintaining behavior related to the work environment.

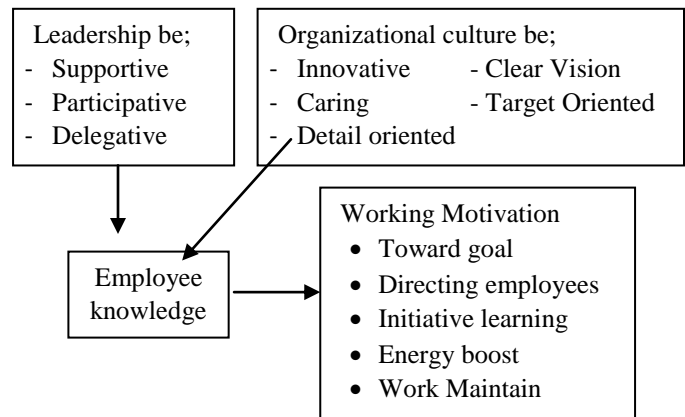
According to [24] motivation is a willingness to spend high-level efforts towards organizational goals which are conditioned by the ability of efforts to meet individual needs. According to Maslow in [5] Dimensions of work, motivation

are divided into five, namely Physiological, Security, Social Choice, Pricing Needs and Self Actualization

Further looking at the relationship between leadership, organizational culture, and also work motivation where in a journal the survey results show that employees feel both staff (employees) and leadership can be influenced by organizational culture [20].

In other research, it is shown that leadership influences employee performance, which shows that leadership is an effort to influence many people to achieve institutional goals, which are expected to cause positive changes in the form of dynamic forces that can coordinate institutions in order to achieve goals if implemented in accordance with established corridors both parties in accordance with their position [19].

Another thing was also conveyed in a study by [2] by showing a significant positive relationship observed between supportive culture and job satisfaction; a culture of support and organizational commitment; participatory-supportive leadership and job satisfaction; directive leadership and job satisfaction; job satisfaction and work motivation; job satisfaction and organizational commitment.



Framework 1 Leadership, Organizational Culture and Work Motivation

III. METHODOLOGY OF RESEARCH

This type of research currently uses case studies to explore research questions within one organization. The survey was conducted on employees in the operational section of one of Indonesia's logistics companies. The survey was conducted by involving one of the managers in the operational section of the company to ensure the survey was carried out effectively so that it was able to obtain the required data as reference [12]. Researchers want to see how the views of employees, especially contract employees in interpreting work situations by having good work motivation.

The survey was conducted on 52 contract employees with 15% of them are women and 85% are men. The age of employees with a range of fewer than 30 years is 58% and more than 30 years is 42%. This survey consists of 10 closed question items and 3 open questions.

IV. RESULT & CONCLUSION

Based on the results of a survey conducted briefly to operational logistic employees at PT YI, Table 1 shows that the power of leadership provides high meaning to employees in creating conditions to support motivation in work. Employees feel that there is a leader in the work environment with meaning as a direction in doing work. This is in line with the concept conveyed about leaders appearing in organizations, groups, or teams to foster vision, share values, and achieve goals [17]. A direction is given by superiors with the aim of achieving the targets of the organization.

Meaning in understanding the organizational culture felt by operational employees concerned with the objectives of the organization that are well understood to be able to achieve the targets of the organization. Employees already understand exactly where he works, what is done, and how to achieve the targets of the work with the understanding given by the organization. This is certainly inseparable from the role of leaders in conveying the goals of the organization, which is supported by statements where leaders can help ensure organizational culture remains intact, cross-sub-and micro-cultural, to create a sense of purpose, vision, and trust [26]

Table 1 Content of Leadership, Organizational Culture and Working Motivation survey

Leadership	Agree	Doubt	Disagree
Leader gives the opportunity to express your opinion	53,8%	32,6%	13,6%
Leader accepts your opinion and uses your opinion	42,3%	48,1	9,6 %
Leader gives direction in doing work	67,3%	28,8%	3,9
Organizational Culture			
Company gives the opportunity to develop yourself with any supportive training	57,6%	34,6%	7,8%
Company provides clear instructions for achieving targets	67,3%	28,8%	3,9%
Company provides equal opportunities to develop a career	57,6%	42,4%	-
Work Motivation			
Know the purpose of what is your responsibility at work with the direction of your leader	77%	23%	-
Help to give direction to co-workers who don't understand the job	67,3%	26,9%	5,8%
Have the desire to develop abilities at work	73%	21,1%	5,9%
Do work with the goal of achieving targets	79%	21%	-

The role of leadership in the formation of organizational culture to display work motivation on employees is important. This shows that the role of leadership in conveying the goals of the organization is one of the big points to encourage motivation in work. So that leadership can be said to help ensure the culture that exists in the organization can be accepted and understood by all employees to be together in achieving organizational goals.

In the end, it can be seen overall in this survey showing that leadership provides a role in shaping an understanding of the

organizational culture of the company so that it can encourage motivation to work on employees. Employees with contract worker situations who can work at any time due to the end of a project can have the drive to work well because of the leadership role in giving direction about the organizational culture that exists in the company.

This makes it important in organizations to have leaders who have the courage and skills to create and build organizations as they are at a time when change is fast happening [30]

This is in line with the opinion of Schein in [25] where organizational culture is created by leaders within the organization with one of the most decisive leadership functions being creation, management. And a very important thing that leaders do is create and manage the culture that exists in the organization.

This survey is an introduction to provide an overview of the leaders in the company to prioritize the existence of leaders who can understand the culture of the organization well so that they can develop work motivation on employees to achieve the goals of the organization.

V. RECOMMENDATION

The results obtained from this survey can be further material to be able to conduct future research in order to see the effectiveness of leadership in the organization at PT YI. What kind of leadership will be most suitable for the current organizational conditions to be able to increase work motivation that affects the performance of employees at PT YI and can raise other variables that support the research variables that have been carried out in the previous survey namely leadership, organizational culture and motivation work. The more interesting the research variables that are raised, the wider the results that can be obtained for the development of this company going forward.

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