

MOTIVATION, LEADERSHIP, ORGANIZATIONAL CULTURE, AND EMPLOYEE PERFORMANCE AT PT. ASURANSI ASTRA BUANA

Ravizky Asyraf Anshari¹⁾, Halim Dedy Perdana²⁾

^{1,2)}Management Study Program, Universitas Terbuka, Indonesia

Corresponding author: Ravizkyasyraf@gmail.com

Abstract

Employee performance is one of the main factors in the success of a company, including PT Asuransi Astra Buana. This study aims to examine the influence of motivation, leadership, and organizational Culture on employee performance at PT Asuransi Astra Buana. A questionnaire survey method Involving employees from various divisions was used in this study. The results of the analysis indicate That intrinsic motivation, transformational leadership, and an organizational culture that supports Collaboration and innovation have a significant influence on employee performance. These findings Suggest that the management of PT Asuransi Astra Buana needs to manage these three factors in an Integrated manner to achieve optimal performance and the company's strategic goals.

Keywords: Employee performance, motivation, leadership, organizational culture, PT Asuransi Astra Buana, Productivity, job satisfaction, questionnaire survey

Introduction

Employee performance is the key to the success of a company, including PT Asuransi Astra Buana. Motivation, leadership, and organizational culture play important roles in this. Employee motivation plays a significant role in improving productivity and commitment to work. *Ryan and Deci (2020)* state that intrinsic motivation, which is the drive to do something for the enjoyment or satisfaction derived from the activity itself, has a major impact on long-term employee performance. According to *Bakker and Demerouti (2020)*, the job demands-resources (JD-R) model shows that providing adequate resources, such as social support, recognition, and opportunities for development, can enhance motivation and reduce work stress, which ultimately affects employee performance. A work environment that provides positive feedback encourages employees to perform better. *Miller and Kessler (2020)*, in their study, identified that a positive work environment and social support at the workplace have a significant impact on employee enthusiasm. Employees who feel supported by colleagues and superiors will demonstrate high enthusiasm and productivity.

Effective leadership can contribute to the creation of a positive work environment, increased employee motivation, and the achievement of organizational goals. *Bass and Riggio (2020)* indicate that transformational leadership, which focuses on inspiration, motivation, and individual development, can improve employee performance. Transformational leaders can motivate employees to achieve their best potential and commit to the company's vision. In the context of PT Asuransi Astra Buana, transformational leadership can drive innovation and creativity, increase employee engagement, and reduce employee turnover. *Lussier and Achua (2021)* also agree with this statement, stating that leadership that involves empowering employees, providing opportunities for growth, and offering constructive feedback can significantly improve performance. Leaders who give employees autonomy to make decisions often increase their sense of responsibility and performance.

Organizational culture forms the foundation of behaviors and values within the company. *Miller and Kessler (2020)*, in their research, found that an organizational culture that encourages social support at the workplace has a significant impact on employee motivation. Strong social support from superiors and colleagues can increase employee enthusiasm and productivity. *Gartner et al. (2020)* state that an organizational culture that promotes diversity and inclusivity can enhance the employee experience, stimulate creativity, and foster more effective collaboration. This suggests that an overall inclusive and diverse organizational culture will create a more supportive environment for employees to develop themselves and improve their performance. By understanding and managing these three key factors, PT Asuransi Astra Buana can drive sustained employee performance, which will ultimately contribute to the achievement of the company's goals and customer satisfaction.

Based on the background described, the problem formulation in this study is as follows:

1. How do employees at PT Asuransi Astra Buana perceive their motivation and job satisfaction, and how does this affect their performance?

2. How is leadership and organizational culture practiced at PT Asuransi Astra Buana, and how does this impact employee performance?

Based on the problem formulation presented, the objectives of this study are as follows:

1. To understand the perceptions of employees at PT Asuransi Astra Buana regarding their motivation and job satisfaction, and how these factors affect their performance.
2. To analyze the implementation of leadership and organizational culture at PT Asuransi Astra Buana, and how these factors influence employee performance.

Literature Review

1. Motivation

Motivation can be defined as a driving force or energy that encourages action. The achievement of performance targets requires stimulation or encouragement, which is referred to as motivation. With high motivation, an employee will be more enthusiastic in their work. When motivation is provided to employees, they will realize that the work they do can impact the company's achievements. As a result, improving employee performance can enhance organizational performance (*Ainanur, 2018*).

According to *Sugeng Prayetno & Hapzi Ali (2020)*, motivation is the foundation of the basic skills needed to do what is right for the individual. Motivation can be defined as the process of persuading someone to perform tasks according to their interests in a particular field. Motivation is a complex issue within an organization because people's desires and interests differ from one another. (*Prof. Dr. Havidz Aima, Rizki Adam, MM, Prof. Dr. Hapzi Ali, CMA, 2019*) argue that there are two dimensions within the motivation variable, which are:

- Intrinsic motivation is the factor that drives employees to be motivated, such as a desire that comes from within themselves. *Ryan and Deci (2020)* state that intrinsic motivation, which is the drive to do something for the pleasure or satisfaction derived from the activity itself, has a significant impact on longterm employee performance.
- Extrinsic motivation generally relates to the psychological and physical factors where the work is performed. *Schunk, Pintrich, and Meece (2023)* state that extrinsic motivation is closely tied to the social context and environment in which tasks are carried out. The researchers emphasize the role of material rewards or external recognition in improving individual employee performance, while also highlighting the importance of balancing it with intrinsic motivation to avoid a decline in interest toward the work.

Motivation has been analyzed by many researchers, including *Ainanur (2018)*, *Schunk, Pintrich, and Meece (2023)*, *Ryan and Deci (2020)*, *Prof. Dr. Havidz Aima, Rizki Adam, MM, Prof. Dr. Hapzi Ali, CMA (2019)*, and *Sugeng Prayetno & Hapzi Ali (2020)*.

2. Leadership

A leader is someone who comes from the word "leadership," which means leading a group by influencing others to achieve the goals that have been jointly determined. As explained, there are various definitions of leadership within an organization. The following are some explanations:

According to *Kartono (2020:1)*, leadership is "a form of domination based on personal abilities that can encourage or invite others to do something based on acceptance by the group, and possessing special skills that are appropriate for a particular situation." According to *Didiks (2019)*, leadership style is the code of ethics used by an individual when trying to influence the behavior of others in their own way, aligning perceptions among people and intended to influence. According to *Kreitner and Angelo (2019:201)*, leadership is a process where an individual influences others to achieve the same goal. According to *Siagian (2020:3)*, leadership plays a very dominant role in the success of an organization in carrying out various activities, particularly seen in the performance of its employees.

A leader refers to the individual as the actor of leadership, while leadership itself stems from an individual's ability to influence others to achieve a specific goal. Effective leadership within a company is essential for coordinating the resources available within the organization. Moreover, strong leadership can uncover and develop the potential of its employees. Therefore, according to the explanation of leadership in a company, a good leader is not only measured by the number of people who follow them but also by their ability to create future leaders.

Leadership metrics include: the ability to make decisions, the level of trust in the leader, the guidance or instructions provided related to the work, and a fair management attitude towards employees. The leadership process is a continuous development process aimed at refining various skills of a leader. In any organization, the skill and expertise of a leader play a crucial role in determining the success of achieving a goal.

There are four (4) skills that a leader must possess, which are:

- Conceptual skills are crucial for leaders in an organization. This skill involves the ability to coordinate and unify all the interests within the organization. It also requires leaders to see the organization as a whole and understand the relationships between different parts. The goal is for leaders to more effectively gather, analyze, and interpret information obtained from various sources.
- Communication Skills, A key leadership ability that a leader must possess is effective communication skills. Leadership skills are essential for a leader, as communication is crucial for strengthening teamwork. It is important for a leader to understand and motivate others within the organization. Leaders utilize these skills when leading an organization, providing guidance to subordinates to support their participation in achieving the organization's goals.
- Administrative Skills, In carrying out leadership, especially within an organization, administrative skills are crucial. This skill involves the ability to manage various activities, from planning to monitoring, with precision and attention to detail. Anyone in a leadership position must pay attention to this aspect, as it is closely related to rules, policies, budget management, and other organizational administration topics.
- Technical Skills, Although operational activities may not be directly linked to the leader of an organization, knowledge of technical aspects is still necessary in the leadership process. A leader must be familiar with technical details, such as the use of tools, procedures, or methods in specific areas like accounting, machinery, etc., in order to guide subordinates effectively and achieve results efficiently. Without technical knowledge, leadership within an organization will be flawed, as the leader may direct the organization in an incorrect manner.

A leader can influence their subordinates to work together, resulting in effective and efficient performance. A leader must know and understand the individuals they lead within an organization. Additionally, a leader is responsible for all aspects related to the organization they manage. Discipline, leadership, and employee performance can be adjusted due to factors stemming from both sociological and psychological fields. Sociological issues are related to the social connections between staff within the organization and the surrounding community. The attitudes and behaviors of employees are very important and cannot be overlooked. The conditions of habits or traditions, as well as the habits of the environment, originate from their roots, which is why the social relationships among employees in the organization and their connections with the community can be a factor with potential benefits for specific interests. A more structured and organized management approach can help improve overall efficiency within an entity (*Siqueira et al., 2019*).

On the other hand, psychological factors refer to the traits and personalities of each employee, whether they are in leadership positions or staff. Even if the environment is well-established, if the psychological conditions of employees are lacking, it can negatively affect the activities and ultimately impact work performance in achieving the organization's set goals (*Siqueira et al., 2019*).

Leadership has been analyzed by many previous researchers, including: (*According to Kartono, 2020:1*), (*According to Didiks, 2019*), (*According to Kreitner and Angelo, 2019:201*).

3. Organizational Culture

Organizational culture is related to how employees interpret the characteristics of the organizational culture, not whether they like or dislike it. In essence, culture refers to shared beliefs held by all members of the organization. According to *Kotter & Heskett (2020)*, organizational culture is a system of shared values and norms that shape the behaviors and mindsets of employees.

Further, *Schneider et al. (2022)* define organizational culture as a system of deeply ingrained beliefs and values that guide actions and decisions within an organization. Meanwhile, *Cameron & Quinn (2021)* suggest that organizational culture is the way an organization creates and sustains patterns that help achieve its goals. They also emphasize four types of culture that may dominate an organization: clan, adhocracy, market, and hierarchy. *Martin (2021)* argues that organizational culture based on trust and professional ethics creates a work environment that supports improved performance. *Gartner et al. (2020)* state that organizational culture promoting diversity and inclusiveness can enhance employee experience, spark creativity, and encourage more effective collaboration.

Organizational culture plays a crucial role in motivating and improving the overall performance of the organization, particularly the individual performance, both in the short and long term. The role of organizational culture is to serve as a tool for setting the direction of the organization, guiding employees on what is acceptable and what is not. According to *Kreitner and Kinicki (2013:86)*, there are generally three (3) types of organizational culture, which include:

- Constructive culture, is a culture where employees are stimulated or encouraged to interact with others and carry out their tasks and projects in ways that help satisfy their need for personal development. This type of culture generally supports normative beliefs related to the achievement of selfactualization goals, humanistic rewards, and unity.
- Passive-defensive culture, is characterized by beliefs that allow employees to interact with others in ways that avoid risks to their own work. This culture stimulates or encourages normative beliefs related to approval, convention, dependence, and livelihood.
- Aggressive-defensive culture, stimulates employees to work hard to protect their job security and status. This type of culture typically reflects normative beliefs centered around opposition, power, competitiveness, and perfectionism.

Organizational culture has been analyzed by many researchers, including: *Gartner et al. (2020)*, *Martin (2021)*, *Cameron & Quinn (2021)*, *Schneider et al. (2022)*, and *Kotter & Heskett (2020)*.

4. Employee Performance

One of the indicators used to assess whether an organization is performing well is the achievement of the goals set by the organization. The achievement of organizational goals is significantly influenced by the performance of its human resources. If employee performance is high, it is expected that the organization's performance will also improve. Performance refers to the outcome of work, which is the result of implementing the work plans developed by the organization and carried out by all employees within an institution to achieve the organization's objectives (*Bukhari, 2019*). According to *Handoko in Pabundu (2020:121)*, performance is a process through which an organization evaluates the performance of its employees. This evaluation becomes the foundation for all activities aimed at future career development.

According to *Mathis (2021:378)*, employee performance includes the quantity, quality, reliability, and attendance of employees. According to *Hasibuan, Melayu S.P. in Rajagukguk (2016)*, the dimensions used to measure employee performance are as follows:

- Work Performance: Employee performance can be measured through the quantity and/or quality of the work results achieved.
- Discipline: Employee discipline in adhering to applicable regulations and following instructions can serve as an indicator for assessing performance.
- Collaboration: Awareness of the importance of synergy and cooperation between employees and their colleagues can be used as a basis for evaluating employee performance.
- Skills: The ability of employees to complete the tasks assigned to them is a determining factor in assessing and improving performance.
- Responsibility: Employee performance can be measured by their readiness to be accountable for the results of the work they have completed.

Employee performance has been extensively researched by previous researchers, including (*Ansori, 2015*), (*Annisa Putri Soetrisno & Alini Gilang, 2018*), (*Rajagukguk, 2016*), (*Ferawati, 2017*), and (*Bukhari, 2019*).

Research Method

This study uses a qualitative approach with a descriptive method to investigate the factors influencing employee performance at PT Asuransi Astra Buana. Data was collected through questionnaires and interviews conducted with the management of the employee performance division at PT Asuransi Astra Buana, as well as with all employees of PT Asuransi Astra Buana at the TB Simatupang office. The purpose of these data collection methods is to gather in-depth information on motivation, leadership, and organizational culture as factors that affect their performance.

Results and Discussion

1. The Impact of Motivation on Employee Performance

Employee motivation plays a crucial role in enhancing individual performance at the workplace. Better performance depends on the motivation, whether intrinsic or extrinsic, that employees possess. Below are several ways motivation can influence employee performance:

- Increased Productivity: Employees with high motivation are more productive. Motivated employees are more enthusiastic about performing their tasks and strive to achieve positive outcomes. This drive leads to higher work output and efficiency.
- Better Quality of Work: Motivated employees not only work harder but also more carefully and attentively. With motivation, employees are more driven to produce better quality work, which

reduces the number of errors made and ultimately benefits the company and its customers. Motivated employees aim to contribute to the company's success by delivering high-quality results.

- **Job Satisfaction:** There is a strong correlation between motivation and job satisfaction. Employees who feel appreciated and recognized for their efforts tend to feel more motivated and are more likely to be satisfied with their work. This satisfaction fosters a positive work environment, leading to greater overall performance and engagement.

2. The Impact of Leadership on Employee Performance

Several studies have demonstrated that the quality of leadership has a positive effect on employee performance. Here are several ways in which leadership can influence performance:

- **Motivation:** A good leader motivates employees by setting clear goals, providing recognition for good performance, and creating a positive work environment. Motivated employees are more likely to put in extra effort, which boosts their performance.
- **Communication:** Effective leaders communicate clearly and openly with their employees. This ensures employees understand what is expected of them, providing clarity and reducing misunderstandings. Good communication also encourages feedback, which can lead to improved work outcomes.
- **Support:** Leaders who offer support to their employees provide guidance and assistance when needed. This makes employees feel valued and supported, leading to greater job satisfaction and performance.
- **Delegation:** A good leader delegates tasks to their employees, which helps them develop new skills and gain experience. Delegation empowers employees to take on more responsibility, increasing their confidence and competence in their roles.
- **Empowerment:** Leaders who empower their employees give them autonomy and the opportunity to take initiative. This involvement fosters a sense of ownership and accountability, motivating employees to perform better and contribute to the organization's success.

Leadership plays a critical role in shaping employee performance. Good leadership can enhance motivation, job satisfaction, and work outcomes, while poor leadership can lead to decreased morale and lower performance. To create a positive and productive work environment, companies should choose leadership styles that align with the needs and characteristics of their employees.

3. The Impact of Organizational Culture on Employee Performance

The organizational culture at PT Asuransi Astra Buana, which emphasizes values such as integrity, collaboration, innovation, and excellent customer service, has a significant impact on employee performance. This impact can be observed in several areas, including:

- **Collaboration and Teamwork:** One of the core values at PT Asuransi Astra Buana is the importance of effective teamwork. In an organizational environment that fosters collaboration, employees are more likely to cooperate, share information, and work together to complete tasks. This culture strengthens relationships between employees, positively influencing work efficiency and faster problem-solving. Employees working in cohesive teams typically demonstrate better performance.
- **Transparency and Open Communication:** The culture of open communication at PT Asuransi Astra Buana allows employees to express their opinions, suggestions, and challenges without fear of negative consequences. This encourages increased productivity as every team member has a clear understanding of the company's goals and expectations. Additionally, this transparency accelerates decision-making processes and helps in addressing issues that arise more effectively.
- **Empowerment and Employee Development:** PT Asuransi Astra Buana places a strong focus on employee skill development through various training and education programs. The culture of empowerment provides opportunities for employees to grow professionally, which ultimately contributes to improved performance. Employees who feel valued and empowered are more likely to be motivated to achieve their best results.
- **Innovation in Work:** With a culture that encourages innovation, employees are motivated to think creatively and find new solutions to challenges. This drives them to continuously adapt and improve their performance, both in terms of increasing work process efficiency and in developing new products and services.

The organizational culture at PT Asuransi Astra Buana significantly influences employee performance. Factors such as strong teamwork, open communication, employee empowerment, and a focus on innovation all contribute to creating a productive work environment. Research has shown that a positive culture can enhance productivity, job satisfaction, and overall team performance. Therefore, PT Asuransi Astra Buana must continue to nurture and develop a culture that supports employee growth and drives maximum performance.

Conclusion:

This study shows that motivation, leadership, and organizational culture have a significant impact on employee performance at PT Asuransi Astra Buana. Intrinsic motivation, transformational leadership, and an organizational culture that supports collaboration, innovation, transparency, and employee empowerment have been proven to contribute to improved productivity, work quality, and job satisfaction.

Suggestions:

1. Provide opportunities for personal development and training that align with employees' needs.
2. Involve employees in decision-making processes to enhance their commitment and sense of ownership.
3. Offer leadership development and training to leaders to improve their ability to motivate, guide, and empower employees.
4. Encourage leaders to apply a transformational leadership style to inspire greater innovation and performance.
5. Stimulate innovation and creativity by rewarding employees for valuable new ideas that benefit the company.

By implementing these strategies, PT Asuransi Astra Buana can further enhance employee performance and create a work environment conducive to long-term growth and success.

References

- Ainanur, S. T. (2018). The Effect of Organizational Culture, Competence, and Motivation on Employee Performance. **Maneggio: Jurnal Ilmiah Magister Manajemen**, 5-10.
- Bob Alexandro Hutagalung (2022). *Analysis of Factors Affecting Employee Performance: Competence, Motivation, and Work Environment*. **Jurnal Manajemen Pendidikan dan Ilmiah Sosial**, 3(1), 201-210. <https://dinastirev.org/JMPIS/article/view/866>
- Bagus Julianto, Tommy Yunara Agnanditiya Carnarez (2021). *Factors Affecting Professional Organizations: Leadership, Effective Communication, Performance, and Organizational Effectiveness*. **Jurnal Timu Manajemen Terapan**, 2(5), 676-691. <https://dinastirev.org/JIMT/article/view/592>
- Bass, B. M., & Riggio, R. E. (2020). **Transformational Leadership** (2nd ed.). Psychology Press.
- Bakker, A. B. & Demeronti, E. (2020). The Job Demands-Resources Model: Current Conditions. **Journal of Managerial Psychology**, 35(7), 105-122.
- Cameron, K. S., & Quinn, R. E. (2021). **Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework** (3rd ed.). Jossey-Bass.
- Gartner, J., Lee, L., & O'Neill, M. (2020). Organizational Culture and Employee Performance in the Digital Era. **Journal of Organizational Behavior**, 41(6), 1028-1045.
- Luxvier, R. N. & Achua, C. F. (2021). **Leadership Theory, Application, & Skill Development** (7th ed.). Cengage Learning.
- Ridwan Nur Pangestu, Dhea Septia Rani, Tuhu Serya Ning Tyax, Zahranil Farhah, Zaqiyah Nur Affult. Factors Affecting Employee Performance: Planning, Leadership. **Jurnal Ilmu Manajemen Terapan**, 4(2), 215-228.
- Ryan, R. M., & Deci, E. L. (2020). Self-Determination Theory and Facilitating Intrinsic Motivation, Social Development, and Well-being. **American Psychologist**, 55(1), 68-78.
- Schneider, E., Ehrhart, M. G., & Macey, W. H. (2022). Organizational Climate and Culture. **Annual Review of Psychology**, 73, 273-298.