

Analysis Of The Relationship Between Company Culture And Employee Achievement Motivation At PT. United Tractors Tbk

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ABSTRACT

This research aims to determine the relationship between company culture and employee achievement motivation at PT United Tractors Tbk. This company is known for its good work culture, with the slogan "moving as one" and solution-based company values. The success of this company was achieved with the support of employees who have high abilities, skills and motivation. This research uses qualitative methods with data collection techniques through observation, interviews and literature study. Data were analyzed using triangulation to ensure validity. The research results show that a strong and healthy company culture can increase employee achievement motivation. A company culture that is innovative, supportive and open to evaluation and attention to detail regarding employee needs, such as a safe and comfortable work environment, plays a role in creating creative, committed and motivated employees. PT United Tractors also shows that good company support, continuous employee training and development, as well as a fair and transparent performance appraisal system, can encourage employees to achieve higher achievements. These findings support the hypothesis that there is a positive relationship between corporate culture and employee achievement motivation, that the stronger the company culture, the higher the employee achievement motivation.

Keywords: Company Culture, Achievement Motivation, United Tractors.



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INTRODUCTION

United Tractors aspires to become a world-class company that offers solutions in the fields of heavy equipment, mining and energy to provide benefits to stakeholders. Its mission is to create opportunities for employees to improve their social status and self-actualization through their performance, thereby providing sustainable added value for stakeholders. United Tractors is known for its good work culture through the slogan "moving as one" and solution-based company values such as serve, organized, leading, uniqueness, totality, innovative, open-minded, and networking. This company also won various awards in the fields of construction machinery, mining contracting, mining, construction industry and energy.

This success was achieved with the support of resources, especially employees who have high abilities, skills and motivation. The company's environmental culture has a big influence on employee motivation and performance. Robbins (2002) states that a strong company culture provides clear guidance for employees in carrying out their duties and increases their motivation. Organizational culture, according to Suropto (2016), consists of values or symbols that are understood and followed by all members, creating a sense of

togetherness and distinguishing the organization from others. Wahyudi (2019) added that motivation from leaders plays a big role in employee performance; Motivated employees tend to be high achievers.

Collaboration between companies and employees allows companies to continue to develop. Companies try to meet employees' needs to motivate them to achieve, while employees try to meet company demands. Apart from skills and knowledge, achievement motivation is an important factor. McClelland (in Mangkunegara, 2002) states that maximum performance is achieved by employees who have high achievement motivation, which is supported by the work environment.

Company culture provides maximum benefits if it succeeds in instilling the same values in every employee, creating a healthy work environment and supporting achievement motivation. A healthy work environment increases employee creativity and commitment, facilitating positive change (Kotter and Hasket, 1997). Employees who are creative, committed and motivated to achieve are the key to the company's success, with an important role for those who encourage and direct employees (Gomes, 2003). The researcher was interested in conducting this research because based on observations, the researcher saw that United Tractors had many achievements and innovations from its employees and saw that the company culture at United Tractors provided space and comfort for employees to continue to develop themselves and were motivated to produce achievements.

This research aims to determine the relationship between company culture and employee achievement motivation at PT United Tractors Tbk, East Jakarta. The hypothesis proposed is that there is a positive relationship between company culture and employee achievement motivation; The stronger the company culture, the higher the employee's achievement motivation, and conversely, the weaker the company culture, the lower the employee's achievement motivation.

METHOD

Research type

This research uses qualitative research methods. According to Tohirin (2013) qualitative research is "research that seeks to build the views of the people being studied in detail and is formed using words, holistic (comprehensive and in-depth) and complex images". Qualitative methods are a collection of methods to analyze and understand more deeply the meaning of several individuals and groups considered as humanitarian problems or social problems Creswell (2015). This qualitative research uses exploratory research methods, exploration is the initial type of research that is very broad in nature. In exploratory research it is very important because it will produce a strong foundation for further research. Yusuf (2016) stated that the purpose of exploratory research is to get ideas about the main problem in more detail and to develop existing hypotheses. In this study, researchers used qualitative research to understand phenomena in a natural social context that describe social problems in a person from a behavioral perspective. In qualitative research, the researcher analyzes and after that reports the phenomenon in the results of the analysis in the research.

Research design

This research uses a qualitative approach to obtain a description of corporate culture at United Tractors which can have a relationship with employee achievement motivation.

Data collection technique/instrument of research

The technique for collecting information or primary data in this research is by conducting observations and interviews with the authorities at PT. United Tractors Tbk. Meanwhile, secondary data was obtained by collecting information from scientific journals, previous research and articles accessed via the internet as well as reading several literature relevant to the research topic in order to determine the relationship between company culture and employee achievement motivation. The reason the researcher chose the source with the initials AA was because it was known that AA was the Chancellor of Corporate University PT. United Tractors which has been working for 27 years.

RESULT AND DISCUSSION

Based on the results of an interview with the Head of Corporate University PT. United Tractors Tbk, used an interview guide prepared based on the theory of O'Reilly, Chatman & Caldwell (1991) which suggests that aspects of corporate culture consist of innovation and risk taking, with indicators that the company considers the consequences of every decision, as stated by AA that

“Awards and recognition at United Tractors are seen as benchmarks to see whether what has been done falls within the standards that have been set, so there will be a final check to ensure that what is given is not just recognition but also ensures how each individual remains competitive outside there”.

This is in accordance with the opinion of David Kearns (CEO of Xerox) who also defines Benchmarking as a process of continuously measuring a company's products, services and procedures against its strongest competitors. Benchmarking is also a process that compares and measures the performance of a company with other companies in order to gain information that will be used for continuous improvement (Tatterson, 1996). It was stated that United Tractors involved various departments in the decision-making process to ensure that various perspectives were considered, as stated by AA that

“So, actually, our organization is lean and doesn't have many layers, so the decision-making process starts from the bottom to the top without too much bureaucracy, but on the other hand, organizational structure alone is not enough, but it must also be supported by that culture. earlier, now one of the cultures at UT is what is called kinship, one of which is that we can be said to have no distance between superiors and subordinates, so between superiors and subordinates it is not too formal, and everyone can equip themselves well, which means that if It's no longer a condition to talk about serious work, so we are used to it as social beings, as friends or companions, so that later on when it comes to work, we can both put ourselves together”.

This is in accordance with research by Prayitno, A. (2017) which states that the better the relationship with colleagues, the relationship between subordinates and leaders who support each other, good work facilities will make employees willing to work and prioritize the organization. These results are also in line with research by Rustini & Surdikha (2015) concluding that there is a positive work environment on organizational commitment and encouraging employee achievement motivation. United Tractors always evaluates decisions taken in order to learn and improve in the future, as stated by sources that

“Every decision taken will ultimately bring consequences, it is the consequences that will then make us evaluate, the consequences can be good or bad, when we make a decision we hold an assumption, the assumption is that we made this decision because of something like that, Well, or do we take the decision for what purpose, then once the decision is taken, whether the goal is achieved or not, then we will discuss how”

Then in the aspect of how the company culture provides detailed and careful attention to employees, it was stated that United Tractors was proven to ensure a safe and comfortable work environment for employees, as stated by the interviewee that

“Safe and comfortable work means from a physical and non-physical point of view, physically ensuring that existing facilities meet standards, starting from the condition of the work space, tools, lighting conditions, temperature control, and perhaps equipment for safety, for those in the field are also work equipment, they just have to be complete with standard rules for safety and comfort, but on the other hand, for those that are non-physical, safety and comfort are prepared or determined together by adhering to the company culture, so the company culture is used to be shared guidelines for how we behave in the company environment, because UT employees come from all over, from various ethnicities, races, religions and different habits, so if it is not regulated how they should behave and act then everything will be to the same standards different things can end up creating an uncomfortable environment”.

This is in line with the opinion of Manik Sunuantari (2012) that a company will be able to compete if it is able to build a strong corporate culture, so that it is able to withstand all forms of competition. In an effort to build a corporate culture, the communication process plays an important role. It is known that United Tractors also provides training and development programs for employees

“Starting from the employee's first day of entry, we have training for development, the development process doesn't stop when the employee is still in training status, not until the employee is about to retire, but that's still the case, yes, because the aim is to ensure that the employee can carry out their duties. and

responsibilities well, that's why employees must also have skills, knowledge, and also have good ethics. So, in order for employees to have knowledge, skills and ethics, a development program is needed”.

United Tractors has also been proven to participate in dealing with burnout and work stress among employees.

“Yes, actually there are many alternatives, we apply for example standard working hours, then apply standard working days, 5 working days, that's the government standard, and apart from that, we also develop various hobby clubs here, there are around 30 or 40 hobby clubs here, right? various things ranging from music, from yoga, bicycles, even to fishing clubs, the point is to do activities together outside of work, so why is that needed, yes because apart from increasing closeness, it is also to reduce stress, then apart from through events -Informal events, as well as formal events, we also make rules, for example standardization, then how what is allowed and what is not is regulated in order to minimize an unhealthy environment, for example, if ethics is as simple as ethics in the work environment is not regulated, ultimately each person -each interprets it in their own way, so that can lead to an uncomfortable work environment, well, if the work environment is uncomfortable, it's definitely prone to causing stress, well apart from that, that's preventive in nature, yes, and we also provide curative ones, namely for people What is inevitable is that in the end he is not able to handle the existing stress enough, so in the end we facilitate it with various things, some of which have just been launched, for example, Harmonious Friends, and then we also have mentors and coaches here, so employees can also share their stories with superiors, yes, so if you look at the various methods, they are preventative efforts and curative efforts”.

This statement is supported by the opinion of Rubel et al (2020) that companies must provide support in order to retain their employees, so that employees are loyal to the company. Company support felt by employees, in this case known as perceived organizational support, is seen as one way to explain how employees view a supportive organizational attitude towards employee performance. This perception can influence the work of each employee, such as work intentions, attitudes and performance in a company. This also proves the existence of a reciprocal norm which shows that employees who have perceived organizational support receive socio-emotional support from the organization which makes employees trust and respect the organization (Rubel et al., 2020). Thus, on the one hand, perceived organizational support combines elements of trust and appreciation in an organization, so that employees can contribute and be loyal to the organization with appropriate reciprocal appreciation Afsar and Badir (2015).

In the results orientation aspect, United Tractors as a Market Leader, always measures employee performance as a whole, in accordance with the resource person's statement that *“Employee performance here is measured in two ways, performance and competency, performance is performance, meaning we will measure it based on the results obtained at the end of the year compared to what was promised at the beginning of the year, what was promised at the beginning of the year in the form we call it individual performance plan, so at the beginning of the year each employee has to make a KPI, so in the KPI the components are what KPI item is, then what is the target, and what is the weight, for example my number one KPI is to carry out training for all employees, the target is 100% training employees, now the weight is for example 10%, then from there then the actual achievement will be how much at the end of the year, so the promise at the beginning of the year is 100%, and at the end of the year what, then from there the achievement percentage will be obtained for performance, while for performance appraisal The second one, apart from performance, is competence, now if this competence is an assessment of problems, capacity, we have a competence dictionary which lists what competencies people in certain positions must master, and at what level, for example at my level I must have them. skills or soft skills, interpersonal skills or communication skills, so what level is my communication skill on a scale of 1-5, so from there we can get an idea of competence and performance”.*

This statement is in line with the opinion of Kustiadi,O.(2018), that human resources have a very important role for a company so a system is needed which can measure the performance of an employee or employee performance. Every employee certainly wants to have employees whose performance and performance are in accordance with the standards set by the company, even better than the existing standards. One way to find out about this is by carrying out performance assessments on employees. By carrying out this performance assessment, it is hoped that the company can find out the conditions, circumstances and behavior of employees in general related to the company, as well as being able to provide

input regarding what employee training is needed in the future so that Employee development programs can run well in accordance with employee needs and the needs of the company itself. Apart from employee development, the performance assessment itself can be used as a reference for promotions, demotions or transfers of employees.

United Tractors, which is known as a green flag company at the Merdeka Campus internship, also always encourages employee achievement motivation, according to the statement of a source who has worked for 27 years at United Tractors that

“Encouraging employee performance, of course the first thing a company does is try to provide a conducive work environment. Well, apart from a conducive work environment, a system must be created for a career path that is carried out well. Well, if the career path is well structured, there must also be a system for assessment. So the assessment must also be carried out in a good system so that people feel they are being treated fairly, even if we are talking about relative urgency, yes, there must be a way that can be an optimal compromise for all parties, so as long as that can be done then the assessment process can be structured in an appropriate way good”.

United Tractors provides a job rotation program to expand employee skills and experience to support each individual's development *“Oh yes, job rotation is when we enter the development program, because we use a systematic system of 10 20 70, 10 is training, 20 is mentoring, well 70 is job assignment, namely various things, some are working on projects, some are then given certain tasks, one of which is a rotation of positions”.*

Based on the results of interviews with sources with the initials AA, it is known that United Tractors is oriented towards teamwork results *“we have a strategic direction, then there is a company strategic direction, from there it is lowered to strategic direction at division level, this is what will be lowered again to strategic direction at department level, then to sections down to individuals, so that it is already structured, meaning that every performance at the employee level will have an impact on the performance of the team is above it, so if for example from employee, employee to section, section to department, department to division, division to company, then individual performance will influence team performance, team performance will influence department performance and then influence division, Well, divisions certainly affect the company, so the calculations are different”.*

Based on the resource person's experience, it is known that the resource person has improved his skills in the past year through company support *“In the last year, yes, using the 10 20 70 method, for example with training, I did some independently, some were assigned by the company, for example, if I was independent, I read a book myself, or read an article or listened to it on the way home. podcasts, or listen to YouTube that is useful or relevant to stay up to date, various things, for social learning I ask senior people, ask superiors, ask for feedback from superiors, while for those who are 70 years old I work on projects. certain projects or tasks, so that's part of us developing ourselves”.*

For the achievement motivation dimension, using aspects and theories from McClelland (1987), based on the results of interviews with AA sources, United Tractors always helps employees face failure or major difficulties so that employees can remain motivated and committed

“Usually it depends on the level of failure, and depends on how serious the level is, if that level still doesn't need intervention, maybe we can help simply through discussion, sharing, or maybe advice, if the level is a bit heavy, for example, help by being released from work a little first. so that he can focus first on solving the problem, so if it's at a serious level it usually requires intervention, the company will then handle the problem. But if the problem really can't be helped, the company can offer early retirement, that's possible, the point is that we focus on how the employee can solve the problem”.

Employees at United Tractors also always consider the risks of task selection by contributing to planning the company's long-term strategy

“As previously explained regarding strategic direction, it was then lowered down, so we usually do the strategy from the bottom up, so that each team brings a strategy, from each team it then becomes a department, division, then at the company level”.

AA, as an employee who has worked for 27 years at United Tractors, admits that he always pays attention to the company's feedback and knows that United Tractors has tools to help with decision making *“Oh yes, we have various kinds of tools to help with mapping, to help with analysis, whether it's through*

7ups, whether it's through SWOT, so how do we then initiate the bottom up that can then be compared into a bigger company strategy”.

United Tractors actively carries out post-implementation evaluations of decisions that have been taken to assess their effectiveness, this was stated by sources that

“If the evaluation takes various forms, but for example, the evaluation starts from the smallest team, the smallest team usually has a meeting in each team, there is coordination, well at that meeting the progress is usually evaluated, right, for example the Corpu team, yes the team Corpu has a meeting every Tuesday, on Tuesday it is discussed what the plans for future activities are, what has been going on in the last week, and what are the results, how is the implementation, how is the execution, so the evaluation process is carried out routinely and regularly at each level. each”.

AA, as the Head of Corporate University and has been with United Tractors for 27 years, stated that regarding satisfaction with the work results that have been achieved

“In terms of satisfaction, perhaps on a scale of 1-10 it would be 8, because we are quite happy with the many programs for company cover employee development, and our programs can reach the entire operations team from Sabang to Merauke, and the learning process also starts from coverage, yes, learning, the participants also far exceeded the target, but we can't really say that I'm very happy, because there are many things that we should be able to do, because employee development is very complex and requires a lot of effort, building leadership, building character, providing people on time both in quantity and quality, because everything is under the corpus starting from recruitment, assessment, culture, development, knowledge management, well everything is there, so there is a lot that may still be running imperfectly, but Overall, I'm happy”.

AA also admitted that all his achievements at work were always appreciated and recognized by his superiors and co-workers. "Yes, because if it wasn't supported by the company, I wouldn't feel comfortable working." Regarding the opportunity to try a new, challenging task or project, AA stated that

“Actually, in the scope of development, there are always new tasks and new projects, so without having to wait to be given a new task, we can create it ourselves, we can innovate ourselves, and we prefer it that way rather than being ordered to carry out certain tasks. , so it's better for us to be able to identify the importance of the task, and how the task must be handled, and we take the initiative to carry it out, before we are told to”

AA admitted that he was satisfied with the support and company culture at United Tractors which was able to encourage employee achievement motivation, "be satisfied, if the score is 1-10, maybe 9". This is in line with the view of Robbins (2006) who states that corporate culture is a system of shared meaning held by company employees which differentiates one company from another. So a culture that grows strong is able to spur the company towards better development. So company culture can influence the way employees behave, how they describe their work, and how they work with other employees. In every company, the corporate culture is always expected to be good because good corporate culture will be related to the success or failure of the company in achieving its goals.

Company culture becomes a pattern of habits that are formed into rules that are used as guidelines for thinking and behaving in carrying out work as the right way to understand related problems, so that it will become a value or rule within a company. Company culture is also related to how motivated employees are to understand the cultural characteristics of a company, and is not related to whether employees like those characteristics or not.

All statements from the sources are also supported by the results of observations from the researcher and feedback from the independent campus interns who are the researcher's colleagues, where during the internship period, the researcher noticed how the United Tractors company had many achievement awards in each period of time, and the researcher noticed how each Permanent employees and interns are always given a platform for self-development and each employee has innovations that can be offered to the company. One example of a self-development program that is proof of the company's implementation of caring for employee development is by presenting an innovation competition program, which encourages employees to excel and provide good business innovation for the company's sustainability in the future.

CONCLUSION

Based on the results of interviews with the Head of Corporate University PT. United Tractors Tbk and supported by various literature, it can be concluded that the company culture at United Tractors is very focused on innovation, taking measured risks, as well as rewarding and recognizing employee performance. The decision-making process involving various departments shows minimal bureaucracy and a strong sense of family within the company, which is in line with the view that good relationships between colleagues and leaders can increase employee motivation and commitment.

United Tractors also continues to evaluate the decisions taken and emphasizes the importance of a safe and comfortable work environment, both physical and non-physical. The company also provides ongoing training programs for employees, handles burnout, and encourages achievement motivation through a fair performance appraisal system and job rotation for skills development. This overall approach shows that United Tractors not only cares about work results, but also about employee welfare and development, which ultimately creates loyalty and high performance.

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