THE INFLUENCE OF WORK ENVIRONMENT, FINANCIAL REWARD, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE (CASE STUDY: AT PT. BANK NEGARA INDONESIA BRANCH OFFICE MANADO)

PENGARUH LINGKUNGAN KERJA, IMBALAN KEUANGAN, DAN BUDAYA ORGANISASI TERHADAP KINERJA KARYAWAN (STUDI KASUS: DI PT. BANK NEGARA INDONESIA KANTOR CABANG MANADO)

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ABSTRACT

Human resource issues are still the main focus for the company to be able to survive in the era of globalization. Human resources have a major role in every activity of the company. Although the company has been supported by the infrastructure and natural resources, but without the quality support of human resources, the company activities will not be able to compete properly. The study aim to find out the influence of work environment, financial reward, and organizational culture on employee performance at PT.Bank Negara Indonesia (BNI), Manado. This research is causal type of research and used quantitative method. 60 employees PT. BNI Manado had surveyed as respondents. The result shows that work environment, financial reward, and organizational culture have significant positive influence on employee performance. This company should create a good working environment and good organizational culture as well as provide a bonus to the employees.

Keywords: employee performance, work environment, financial reward, organizational culture

ABSTRAK

Masalah sumber daya manusia masih menjadi fokus utama bagi perusahaan untuk tetap dapat bertahan di era globalisasi. Sumber daya manusia memiliki peran utama dalam setiap kegiatan perusahaan. Meskipun didukung oleh infrastruktur dan sumber daya alami yang memadai, tapi tanpa dukungan dari kegiatan sumber daya manusia yang berkualitas dari perusahaan tidak akan terselesaikan dengan baik. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh lingkungan kerja, imbalan keuangan, dan budaya organisasi terhadap kinerja karyawan di PT. Bank Negara Indonesia (BNI) Kantor Cabang Manado. Penelitian ini akan menggunakan teknik sampel jenuh dan ukuran sampel dari penelitian ini adalah 60 karyawan. Hasil penelitian ini menunjukkan bahwa lingkungan kerja, imbalan keuangan, dan budaya organisasi memiliki pengaruh positif yang signifikan terhadap kinerja karyawan. Untuk meningkatkan kinerja karyawan, perusahaan harus menciptakan lingkungan kerja yang baik dan budaya organisasi yang baik, dan perusahaan harus memberikan bonus untuk karyawan.

Kata kunci : kinerja karyawan, lingkungan kerja, imbalan keuangan, budaya organisasi

1. INTRODUCTION

Research Background

Human resource issues are still the main focus for the company to be able to survive in the era of globalization. Human resources have a major role in every activity of the company. Although the company has been supported by the infrastructure and natural resources are adequate, but without the support of qualified human resources activities yet the company will not be able to compete properly. This shows that human resource is the key principal that must be considered with all its needs. As the key, human resources will determine the successful execution of the company's activities. Companies that are ready to compete must have effective management in improving the performance of employees which is necessary for employees to have a qualified and competent skills in their field

Employee performance is a very important factor for the progress of a company. Because the good performance of the employees in organization can maintain the existence and the success in achieving the objectives of the company. A company should give more attention to the performance of its employees, particularly to employees who have performed below standard. If the human resources still have a performance below standard, the company's organization should continue to foster and direct it to support the success in achieving the goals. By improving the performance of employees, will ultimately improve organizational performance.

Meanwhile, the importance of the quality of human resources in the banking world has become imperative. Considering the competition in the banking industry, the challenge is become more complex. The desire of banks to have a competitive advantage, requiring them to always improve the quality of its resources, while the quality of human resources is determined by the extent of the existing system, capable of supporting and satisfying the desire of employees and companies.

In improving the performance of the employee, the employee must go through several ways, such as education and training. In addition, workplace environment, financial rewards, and organizational culture are also the factors supporting increased performance of an employee. Through these things, employees are expected to be responsible in a given job in line with education and training they got In addition, they are also expected to reach the target of the company. In the meantime, the employee should have the quality of workplace, financial rewards, and organizational culture as their rights and also an obligation for a company to support the contribution of its employees to achieve some specific goals.

Bank is one form of organizations that implementing its activities by providing products and services in the financial field that can be used by the public. Bank growth is very fast, from time to time, the condition of the banking sector in Indonesia has experienced many changes. Not only caused by external factors, the banking sector cannot be separated from the influence of the internal such as the development of facilities and services. PT. Bank Negara Indonesia or often called BNI, is a provider of banking services that are so popular in Indonesia. The development of BNI is very fast. BNI has the highest customer numbers alongside with many service offices and atm.

It requires the BNI to continue to maximize its service. Not only services, but also the performance of every employee needs to be maximized, so that BNI can achieve its objectives, considering the competition in the banking sector is so tight. Leaders of companies must think of things that drive employee performance to keep it working properly. Things like workplace environment and facilities in the office need to be noticed and developed, because it is one

factor to keep motivating the employees. In addition, the leaders should also give a reward to employees who do their job well, as form of appreciation for the employees that helped the success of the company. The company also must pay attention to the culture of the organization, because if the culture of the organization has implemented well, it can produce employees who are responsible, professional, has integrity.

Research Objectives

The objectives of this research are:
1. To analyze the influence of workplace environment, financial rewards, and organizational culture to employee performance at PT. Bank Negara Indonesia Branch Office Manado simultaneously.
2. To analyze the influence of work environment to employee performance at PT. Bank Negara Indonesia Branch Office Manado partially.
3. To analyze the influence of financial rewards to employee performance at PT. Bank Negara Indonesia Branch Office Manado partially.
4. To analyze the influence of organizational culture to employee performance at PT. Bank Negara Indonesia Branch Office Manado partially.

Theoritical Framework

Human Resources Management

Human Resources Management or HRM is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities which is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmers and practices. Bratton and Gold (2007). Although there is no consensus on the definition or the characteristics of HRM, it can be seen from the above definitions that HRM is a combination of people-oriented management practices that views employees as assets, not costs; and its main aim is to create and maintain a skilful and committed workforce to gain competitive advantage.

Employee Performance

According to Sinha (2001), that employee's performance is depending on the willingness and also the openness of the employees itself on doing their job. Further he stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. An employee's performance can also be determined as a person's ability to perform also including the opportunity and willingness to perform as well. The meaning of willingness to perform means that the desire of the employees in putting as much effort towards their job (Eysenck, 1998).

Work Environment

Workplace environment plays a crucial role for the employees. Nowadays employees may have a large number working alternatives, then the environment in workplace becomes a critical factor for accepting and/or keeping the jobs. According to Roelofsen (2002) improving the working environment reduces complaints and absenteeism while increasing productivity. Stallworth and Kleiner (1996) argue that increasingly an organization's physical layout is designed around employee needs in order to maximize productivity and satisfaction. They argue that innovative workplaces can be developed to encourage the sharing of information and

networking regardless to job boundaries by allowing communication freely across departmental groups.

Financial Reward

Rewarding has been found to be one of the main organizations policies which can increase the performance of staff and increase the outputs of organizations (Ajila, 1997). According to McShane & Vin Glinow (2005) and Henderson (2009) in a HR management scope, rewarding is often seemed as an employee system, who designs and runs the different types of wage systems to the employees who provide services or accomplish a confident task. It should be noted that employees plan on rewarding systems are based on their employees efficiency and effectiveness. So, it can be define that financial reward is a tribute to the employee in the financial forms that not only include the salaries they deserve, but also includes the possibility of obtaining a part of the company's profit.

Organizational Culture

Culture is arrangement of different attributes that express an organization and differentiate the firm from other one (Forehand and von Gilmer, 1964). According to Schein (1995), certain characteristics of organization culture have been established in which set of norms, values and beliefs helps in perfect association between them. At different level of organization culture different background, ethics and racial differences impact upon performance (Hodgetts and Luthans, 2003). It can be define that organizational culture is customs, traditions, and a common way of doing everything that exist in an organization. Organizational culture is also the result or consequence that has been done before and how much success has been achieved in the past.

Previous Research

Leblebici, D. (2012) discuss about Impact of Workplace Quality on Employee's Productivity. The workplace environment plays a crucial role for the employees. Nowadays employees may have a large number working alternatives, then the environment in workplace becomes a critical factor for accepting and/or keeping the jobs. The quality of environment in workplace may simply determine the level of employee's motivation, subsequent performance and productivity. How well employees get along with the organization influence the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job. This paper presents the analysis of working environment of a foreign private bank in Turkey and examines the relationship between the workplace physical conditions and employee's productivity.

Gohari, P., Ahmadloo, A., Boroujeni, M. B., and Hosseinipour S. J. (2013) discuss about The Relationship between Rewards and Employee Performance. Many studies have been conducted in the case of the effects of individual reward types on the performance of firms employees. However, there has never been a research which included all intrinsic and extrinsic rewards simultaneously in a comprehensive model. Here in this study, focusing on 77 filled up survey questionnaires by different employee types from two Malaysian tourism companies, there has been an attempt to examine the role of different reward types applying the Backward Multiple Regression technique. Overall, the statistical results show that although all reward types (including intrinsic and extrinsic types) have a direct positive relationship with employees performance based on the correlation test, three types (i.e. appreciation, fringe benefits, and bonus) lose their importance when they are considered in a more comprehensive model including other rewards. Furthermore, the study shows that internal rewards have more powerful effects on employee's performance than the extrinsic rewards.

Shahzad, F., Luqman, R. A., Khan, A. R., and Shabbir, L. (2012) discuss about Impact of Organizational Culture on Organizational Performance. This article is on defining and measuring of organizational culture and its impact on the organizational performance, through an analysis of existing empirical studies and models link with the organizational culture and performance. The objective of this article is to demonstrate conceptualization, measurement and examine various concepts on organization culture and performance. After analysis of wide literature, it is found that organizational culture has deep impact on the variety of organizations process, employees and its performance. This also describes the different dimensions of the culture. Research shows that if employee are committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. Balance Scorecard is suggested tool to measure the performance in the performance management system. More research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization. Managers and leaders are recommended to develop the strong culture in the organization to improve the overall performance of the employees and organization.

Hypothesis Research

Based on the problems of this research and the theories and scientific thoughts that used in this research problems, the hypothesis of this research are:

H_1 : Work environment, financial rewards, and organizational culture have significant influence simultaneously on employee performance.

H_2 : Workplace environment has significant influence partially on employee performance.

H_3 : Financial rewards has significant influence partially on employee performance.

H_4 : Organizational culture has significant influence partially on employee performance
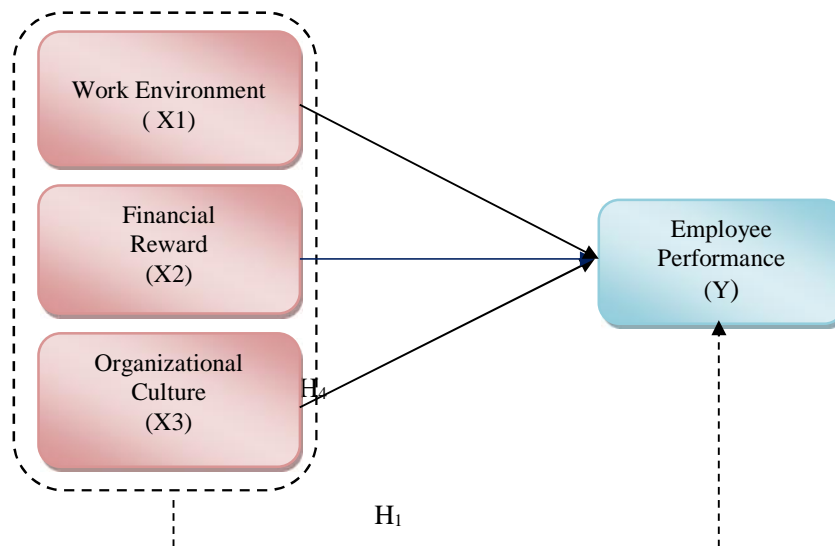
Conceptual Framework

Figure 1. Conceptual Framework
Source: Data Processed, 2015

2. RESEARCH METHOD

Type of Research

This research is causal type of research and used quantitative method. It is designed to investigate the influence of work environment, financial rewards, and organizational culture on employee performance.

Place and Time of Research

This research will conducted at PT. Bank Negara Indonesia Branch Office Manado which is located in Jl. Letjen M. T. Haryono No. 1, from June until August.

Population and Sample

The population in this research are all employees in PT. Bank Negara Indonesia Branch Office Manado. This research will use Saturated Sampling Technique as the sampling technique and sample size of this research are 60 employees in PT. Bank Negara Indonesia Branch Office Manado.

Data Collection Method

The data used in this research consist of two types, there are primary and secondary data. The primary data used in this research is the questionnaire that will distributed to all employees in PT. Bank Negara Indonesia Branch Office Manado. Secondary data is used to support the primary data. The secondary data is taken from books, journals, and relevant literature from library and internet

Data Analysis Method

Validity and Reliability

Validity testing is used to know whether the measurement tool that selected can measure what that supposed to be measured. Valid instrument means the measurement tools that used to get the data is valid. The instrument considered as a valid if the correlation coefficient between the score of one indicator and the total score of all indicators is positive and more than 0.3 ($r \geq 0.3$). Reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the "goodness" of a measure.

Multiple Regression Analysis Method

Multiple linear regression analysis is a linear relationship between two or more in dependent variables with the dependent variable. This analysis to determine the direction of the relationship between the dependent and independent variables, whether each independent variable associated positive or negative, and to predict the value of the dependent variable when the independent variable values increase or decrease. The formula of multiple linear regression as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y	=	Employee Performance
a	=	The constant, when all independent variable equal to 0
b_1,b_2	=	The regression coefficient of each variable

X_1 =   Work Environment
X_2 =   Financial Reward
X_3 =   Organizational Culture
e   =   error

3.   RESULTS AND DISCUSSION

Validity and Reliability

The correlation between X_1 (Work Environment) and Y (Employee Performance) is a substantial positive correlation. It shows the correlation value is 0.654, which means that the relationship between variable X_1 to Y has a substantial positive association. The correlation between X_2 (Financial Reward) and Y (Employee Performance) is a positive correlation. The value is 0.603, which means that the relationship between variable X_2 to Y has a substantial positive association. And the correlation between X_3 (Organizational Culture) and Y (Employee Performance) is a positive correlation. The value is 0.607, which means that the relationship between variable X_3 to Y has a substantial positive association. The validity of each variable is good, where the values are above minimum. It means that all the variables in this research are valid.

The minimum value of Cronbach Alpha must be 0.6 or it is better if the value is above 0.6. The reliability test result showed the value of Cronbach Alpha is above the acceptable limit which 0.852. It means that the instruments used in this research are acceptable.

Table 1. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.745	1.901		1.444	.154
	Work Environment	24	.121	.337	2.670	.010
	Financial Reward	.220	.097	.265	2.260	.028
	Organizational Culture	.304	.142	.257	2.141	.037

a. Dependent Variable: Employee Performance
Source: Data Processed, 2015

From the analysis, the obtained linear regression equation is as follows :

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$
$$Y = 2.745 + (0.324)X_1 + (0.220)X_2 + (0.304)X_3$$

Where:
Y   = Employee Performance
a   = The constant, when all independent variable equal to 0
$b_{(1,2,3)}$ = The regression coefficient of each variable
X_1 = Workplace Environment
X_2 = Financial Reward
X_3 = Organizational Culture

The interpretation of multiple linear regression equation is follows:

1. Based on the table result Constant (b_0) = 2.745 means that if all independent variables (Work Environment (X_1), Financial Reward (X_2), Organizational Culture X_3)) are constant, Employee Performance (Y) at PT. Bank Negara Indonesia Branch Office Manado (Y) will be 2745.
2. Work Environment
   Consider other variables are constant or equal to zero, if there is one unit increasing in X_1 (Work Environment) then the Employee Performance (Y) will increase 0.324.
3. Financial Reward
   Consider other variables are constant or equal to zero, if there is one unit increasing in X_2 (Financial Reward) then the Employee Performance (Y) will increase 0.220.
4. Organizational Culture
   Consider other variables are constant or equal to zero, if there is one unit increasing in X_3 (Organizational Culture) then the Employee Performance (Y) will increase 0.304.

Testing the Goodness Fit: Coefficient of Multiple Regression (R) and Coefficient Determination (R^2)

Table 2. R and R square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732[a]	.536	.512	1.394

a. Predictors: (Constant), Organizational Culture, Financial Reward, Work Environment
b. Dependent Variable: Employee Performance

Source : Data Processed, 2015.

The coefficient of determination (R^2) measures how far the ability of a model explaining variation of dependent variable. The value of coefficient of determinations is between 0 and 1. that the r^2 value in this study is 0.536, it shows that the contribution of Work Environment (X_1), and Financial Reward (X_2), and Organizational Culture (X_3) on Employee Performance (Y) at PT. Bank Negara Indonesia Branch Office Manado is 53.6% while the remaining 46.4% is affected by other variables which are not examined in this research.

Correlation coefficient R value is used to measure the strength relationship between Work Environment (X_1), and Financial Reward (X_2), and Organizational Culture (X_3) as independent variable to Employee Performance (Y) as dependent variable. As shown in table above, the value of R is 0.732. It means that Work Environment, Financial Reward, and Organizational Culture has a very strong positive relationship with the Employee Performance because the value of R is above 0.5.

Test of Classical Assumption

Multicollinearity

Table 3. Multicollinearity

| Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Environment	.519	1.928
	Financial Reward	.602	1.660
	Organizational Culture	.574	1.743

a. Dependent Variable: Employee Performance

Source : Data Processed, 2015

The Tolerance of Work Environment is 0.519, Financial Reward is 0.602, and Organizational Culture is 0.574. It means that the tolerance of those variables are more than 0.2. While the VIF value of Work Environment is 1.928, Financial Reward is 1.660, and Organizational Culture is 1.743, it means VIF value of those variables are less than 10. Since all the tolerance value is more than 0.2 and the VIF is less than 10, the model concluded to be free from multicollinearity.

Normality

Normality test can be identifying by using graph of P-Plot. The data will distribute normally if the value of P-Plot is near diagonal line of the graph.
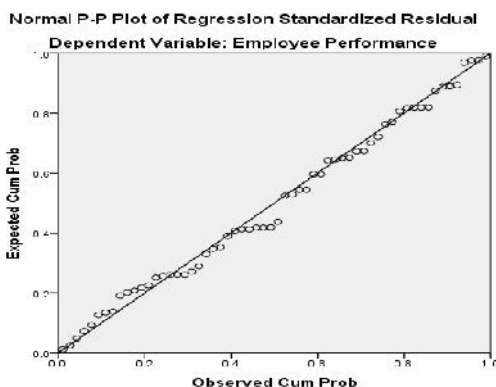
Graph 1. Normality Results
Sources: Data Processed, 2015

Graph1 shows that the data that is represented by dots are spreading near the diagonal line and spreading follows the direction of the diagonal line. This proves that the model has passed the normality test.

Heteroscedasticity

A good regression model is free from the case of heterocedasticity. Basis for decision-making of a regression model said that heteroscedasticity occur if there is no clear pattern
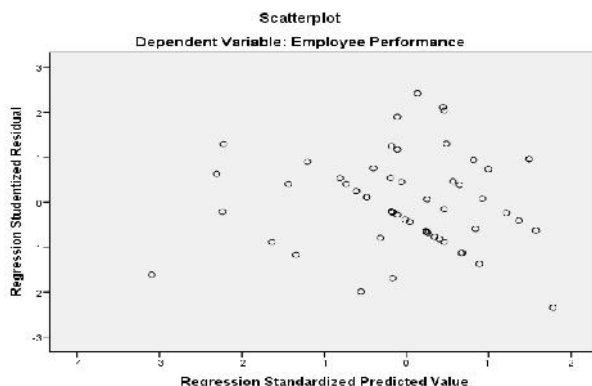
Graph 2. Heteroscedasticity Results
Sources: Data Processed, 2015

Graph 2, it can be seen that there is no established pattern. In other words the graph shows that the pointsspread above and below 0 (zero) on the Y-axis. This proves that in the relationship between independent variables Work Environment (X1), Financial Reward (X2), Organizational Culture (X3) and dependent variable Employee Performance (Y) is free of Heteroscedastisity.

Hypothesis Testing

Table 5. F-Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	125.974	3	41.991	21.598	.000[b]
	Residual	108.876	56	1.944		
	Total	234.850	59			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Organizational Culture, Financial Reward, Work Environment
Source : Data Processed, 2015.

In Table 5. shows the value of F_{count} 21.598 with 0.00 significant. Level of significance is 0,05 (=0.05) and the level of confidence is 95% then F_{table} is 3.15. the result is : F_{count} (21.598) > F_{table} (3.15). Since F_{count} is greater than F_{table}, H_0 is rejected and H_1 is accepted means the independent variables simultaneously influence the dependent variable. Therefore, Hypothesis 1 is accepted.

Table 6. T-Test

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.745	1.901		1.444	.154
	Work Environment	.324	.121	.337	2.670	.010
	Financial Reward	.220	.097	.265	2.260	.028
	Organizational Culture	.304	.142	.257	2.141	.037

a. Dependent Variable: Employee Performance
Sources: Data Processed, 2015

From the result above, the interpretation as follows :
1. T_{count} for Work Environment (X_1) is 2.670 and T_{table} is 2.002, which $T_{count} > T_{table}$ = 2.670 > 2.002. Therefore, H_0 is rejected and H_1 is accepted, it means that Work Environment (X_1) has significant influence to Employee Performance (Y) partially.
2. T_{count} for Financal Reward (X_2) is 2.260 and T_{table} is 2.002, which $T_{count} > T_{table}$ = 2.260 > 2.002. Therefore, H_0 is rejected and H_1 is accepted, it means that Financial Reward (X_2) has significant influence to Employee Performance (Y) partially.
3. T_{count} for Organizational Culture (X_3) is 2.141 and T_{table} is 2.002, which $T_{count} > T_{table}$ = 2.141 > 2.002. Therefore, H_0 is rejected and H_1 is accepted, it means that Organizational Culture (X_3) has significant influence to Employee Performance (Y) partially.

Discussion

Employees are the human resources of company and its most valuable asset. The performance of the company is depends on the performance of their employee. Company need to manage and develop their employee to increase their performance. The objective of this research is to analyze the significant role of the Work Environment (X_1), Financial Reward (X_2), and

Organizational Culture (X_3) on Employee Performance (Y) simultaneously and partially. And by using the multiple regression equation model the researcher find that the independent variables are playing important role in Employee Performance at PT. Bank Negara Indonesia Branch Office Manado.

Based on the statistical result can be defined that all the independent variables partially influence the dependent variable. The independent variables have a positive influence which means the higher the work environment, financial reward, and organizational culture, the employee performance will be increase. Workplace environment in this research includes 4 indicators, such as furniture, noise, lighting, spatial arrangement. And based on the multiple regression analysis, the workplace environment (X_1) has a positive influences on employee performance (Y).

This result is supported with the research by Leblebici (2012) who conducted a study about the impact of workplace quality on employee's productivity, the results showed workplace environment affects employee performance. It means, the managers or the company should pay more attention to the work environment condition, because when the employee doing the job, the employee as a human being can not be separated from the circumstances surrounding their place of work. Financial reward in this research includes 4 indicators, such salary, promotion, bonus, fringe benefit. And based on the multiple regression analysis, the financial reward (X_2) has a positive influences on employee performance (Y).

This result is supported with the research by Gohari. P, Ahmadloo. A, Boroujeni, M. B, and Hosseinipour S. J. (2013) who conducted a study about the relationship between rewards and employee performance, the result is there are significant positive relationship between reward (pay, bonus, fringe benefits, promotion, appreciation, empowerment, and delegation) with employee performance. It means, the managers should consider the employees preferences of the rewards types to be more successful in motivating them. Organizational culture in this research includes 4 indicators, such as good cooperation, obey the rules, behavioral regularities, coordination and integration. And based on the multiple regression analysis, the organizational culture (X_3) has a positive influences on employee performance (Y).

This result is supported with research by Shahzad F, Luqman R.A, Khan A.R, Shabbir, L. (2012) who conducted a study about the impact of organizational culture on organizational performance. The result is organizational culture has a positive impact on employee's performance. This research shows that every individual in the organization has different culture and he/she first try to adjust itself with the norms and values of the organization. The adoption of culture of the organization is helpful the employees to done their work efficiently and effectively.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusions
1. The result based on data processed using the multiple regression analysis, shows that all the independent variables have a significant influence on employee performance as dependent variable simultaneously. It means, workplace environment, financial reward and organizational culture have a significant positive influence on employee performance.
2. Based on data processed, shows that workplace environment has a significant influence on employee performance partially.

3. Based on data processed, shows that financial rewards has a significant influence on employee performance partially.
4. Based on data processed, shows that organizational culture has a significant influence on employee performance partially.

Recommendations

1. Work environment, financial reward, and organizational culture are the variable that considered to influence the employee performance. It makes, the company should pay more attention to create a good working environment and good organizational culture, and the company should maintain in give a bonus to the employees. So, the employees will know that company care enough about them, and it will motivated them to increase their performance.
2. Employee performance is a very important factors, because the good performance of the employee in the company can maintain the existence and the success in achieving the objectives of the company. So, the company must identify the others factors that can influence the performance of the employee, and after that the company must analyze how well those factors can trigger the higher performance of employee.
3. The result of R^2 shows that there are others variables that have to be considered in this research. Further research should looking for the other variables that can influence the employee performance, because the better employee performance will influences the company productivity

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