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## The Effect of Organizational Culture and Career Development on Job Satisfaction and Performance of IT (Information Technology) Employees of PT. Chevron Pacific Indonesia in Rumbai, Pekanbaru

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**Abstract:** *This study aims to see and find out the direct and indirect effects of organizational culture and career development on job satisfaction and employee performance. In this study, the population was 147 of all employees of the IT (Information Technology) section of PT. Chevron Pacific Indonesia. The analytical tool used was Path Analysis using the SEM-PLS program for windows. In this study, the sampling method used was census method or saturated sample. It showed that the entire population was sampled. The results of this study indicates that organizational culture and career development effect on job satisfaction. Organizational culture, career development and job satisfaction effect on employee performance. Organizational culture and career development effect on employee performance through job satisfaction.*

**Keywords:** *Organizational Culture, Career Development, Job Satisfaction and Employee Performance.*

### Introduction

The dynamic that developed in organizations (companies) throughout the world lately from working individually to working in teams (team works) then it emerges a new perspective in which the employees do not merely accomplish their work (job description) or in role performance but employees are advised to carry out the extra work outside the demands of their duties or extra role performance which is also mentioned as the organizational citizenship behavior, organization to function properly, all its members must be able to clearly define organizational problems and they must also agree in its efforts to resolve the problem. If this can be achieved, an organizational effectiveness will be obtained and organizational development can run smoothly. In this phase, organizational culture will adjust to organizational development. (Christian, 2015).

Therefore, to face this competition, companies must be able to manage human resources effectively and efficiently. The good company understands that the management of effective HR is not only focused on existing employees; however it requires a long-term perspective that is sensitive to the demands of current employees, future employees, and past employees who do not longer work for the company. In employee performance is also greatly effected by employee job satisfaction. If the employee feels satisfaction within himself both from the environment where he works and fellow colleagues work together to achieve goals, the performance will be better.

Citing the opinion of Robbins (2015) who points out that employee performance is effected by the level of employee job satisfaction. Organizations with more satisfied employees tend to be more effective and have an impact on improving performance so that job satisfaction has a strong enough effect on employee performance. Employees who feel satisfaction in their work tend to have better attendance and obedience to regulations, but they are less active in participating in confederation activities. Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction in accordance with the value system that applies to the individual. The higher the assessment of the activity felt in accordance with the expectation of the individual, the higher the satisfaction with the activity. This employee also usually has better performance compared to employees who do not have satisfaction in their work. In this regard, it can be summarized that job satisfaction has an important meaning for employees and the company, especially to create positive conditions in the work environment. This is in accordance with the theory conveyed by As'ad (2011). The main factor in influencing employee job satisfaction is related to work calmness, environmental condition.

Putra (2014) with the result of research reveals that organizational culture and career development simultaneously or partially effect on job satisfaction. The result of this study also proves that organizational culture and career development both simultaneously and partially effect on the performance. Nickel (2014), the result of the study indicates that organizational culture effects on job satisfaction and employee performance. Therefore, to find out the performance achievements of each employee, the Chevron Pacific Indonesia sets various employee performance appraisal standards. In general, employee performance appraisal assessments are discovered in the standard *Key Performance Indicator* (KPI) set by the company with a standard value of 4 with Details as follows:

Value 4 (Outstanding), for work results is above 90 and determine new things that are categorized as innovation. Value 3 (good), for work result is above 90 Value 2 (fair), for work result is from 70 to 90 Value 1 (poor), for work result is less than 70 Based on the performance appraisal category above, the results of the employee performance appraisal at PT. Chevron Pacific Indonesia can be seen from Table 1. Based on Table 1, it can be known that over the past four years the performance of the IT (Information Technology) Employees of PT. Chevron Pacific Indonesia is still in the standard 2 (enough) category for work results from 70 to 90, thus we can find out that performance is not yet optimal. Ideally, the expected value of the company must reach the standard 4 (very good) category for work results above 90 and discover new things that are categorized as innovation. Moreover, for 2018 there has been a decline of the performance from the previous year. The importance of the role of achieving employee performance on the organization, the company should pay attention to various factors that can improve employee performance, so that employees still have good performance to achieve maximum organizational performance. Factors can lead to the decline of the employee performance in an organization can be seen by how the culture of the organization and the implementation of career development carried out by the company.

Factors that effect on employee performance are organizational culture. The ideal condition of an organization is to have an organizational culture, namely the value system which is a collective agreement of all involved in a company. Organizational culture is a way of looking at employees that can foster confidence on the basis of values believed by employees to realize the best work performance. Organizational culture is a set of beliefs held by members of the organization, which impacts on the work and behavior of the members of the organization. Abdullah and Arisanti (2010) Organizational culture is a benchmark or written / unwritten rules that are believed by employees that make the workings of employees so that it will impact on performance.

The phenomenon that occurs in IT (Information Technology) Employees of PT. Chevron Pacific Indonesia. Employees feel less satisfied due to the employees do not enjoy

their work by showing an attitude of feeling bored. Although in fact, some work is boring but it is very possible to make a job fun. Placement of employees at the work may not be in accordance with their abilities, and personality. This might cause job dissatisfaction for the employee because they cannot develop and use abilities that are in accordance with their personalities and work. Employees may experience boredom in repetition of work. Many people find little satisfaction in carrying out repetitive and boring work.

Problems with implementing the organizational culture, it causes the employees feel that the culture of the organization is not well implemented. If this condition continues to be ignored, it is worried that it will have an impact on achieving job satisfaction, as well as achieving employee performance. Because employees who feel the culture that is applied contrary or contrary to the local culture that he brought from the company's external environment will feel more quickly bored toward their work. Therefore, the company must really pay attention to the condition in implementing organizational culture that exist in Chevron Pacific Indonesia. Besides, job satisfaction and organizational culture, other factors that effect on employee satisfaction and performance at Chevron Pacific Indonesia are career development. Career development is actually not only seen from one side of the work ability of employees. It should be highlighted that although the human resources management department can participate in employee career development activities, the most responsible is actually the employee itself. Because it is has the most interest and will receive the results. This is a fundamental career development principle.

However, at the time of the study, several career development problems were discovered at Chevron Pacific Indonesia, such as: Strategic positions in companies often occupied by employees taken or recruited from outside the organization. So that employees who have worked for a long time, they cannot get the position that they want. The company is prefer to the foreign workers to occupy strategic positions in the company compared to local workers, so that workers who have worked long hours at the company cannot achieve a maximum career. Employees' opportunities to participate in career development training programs are very limited, it can be seen from the number of trainings organized by the company. For supervision level training over the past 5 years, only 19 types of training were carried out.

Whereas, training for the executive level over the past five years only carried out 39 trainings. In this case, it indicates that the training programs organized by the company do not yet support the development of career employees quickly. Employees do not receive fair treatment in their careers. This is due to the weakness of the supervision system and the performance appraisal procedure which is not open so that the employees feel disadvantaged in their career development. For example in one section there are five implementing staff, the company takes the decision to promote one of the employees without being based on consideration of competence and professionalism at work.

Dealing with the explanation, it can be seen that job satisfaction and employee performance can be effected by organizational culture and career development factors that exist in the company. Therefore, the researcher interested in developing some of the results of previous studies, such as researchs are conducted by: 1) Putra (2014) who pointed out that organizational culture and career development simultaneously or partially effect on the work satisfaction. Meanwhile, the result of this study also proves that organizational culture and career development both simultaneously and partially effect on the performance. 2) Nickel (2014) the results of the study showed that organizational culture effects on job satisfaction and employee performance. The difference between this research and previous research is on the development of variables that effect on satisfaction and performance. In this study, the developed variables that effect on employee performance are organizational culture and career development. In this case that occurs, the researcher outlines the formulation of research problem as follows:

- Does Organizational Culture effect on Job Satisfaction of Employee?
- Does Career Development effect on Employee Satisfaction?
- Does Organizational Culture effect on Employee Performance?
- Does Career Development effect on Employee Performance?
- Does Job Satisfaction effect on Performance?
- Does Organizational Culture effect on Performance through Employee Job Satisfaction?
- Does Career Development effect on Performance through Employee Satisfaction?

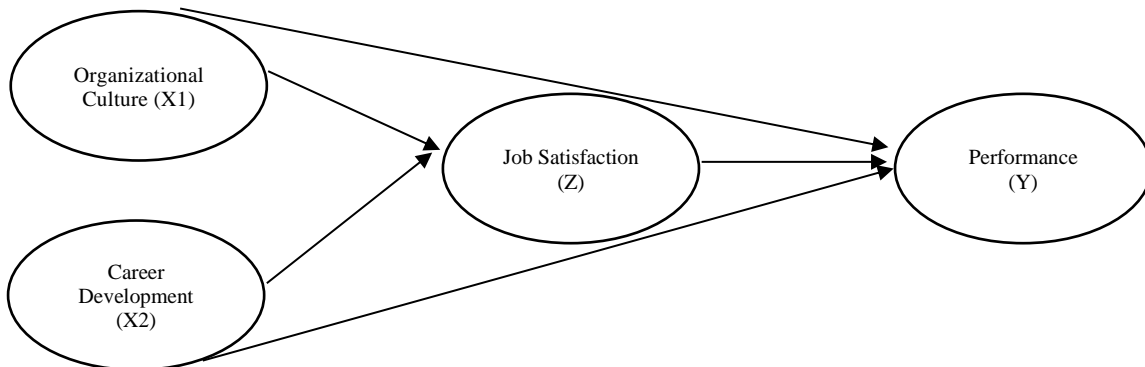
### Literature Review

Hasibuan (2014) explains that performance is the result of work achieved by individual in carrying out the tasks are assigned to them based on skill, experience, sincerity and time. According to Robert L. Mathis dan John H. Jackson (2008), performance is what is done and not done by employees. The performance of individual employees is a factor influencing the success of an organization. Apart from employees being competitive advantages, they can also be liabilities or obstacles. When employees continue to leave the company and when the employees work but they are not effective, then the human resources in the organization are at a loss situation.

According to Robbins (2008), job satisfaction is a collection of feelings towards work owned by an employee. Job satisfaction is very influential for human values and financial benefits of a company. Job satisfaction is a general attitude towards individual's work that shows the difference between the amount received by worker and the amount that they believe about they should receive. Job satisfaction is evaluative, which means job satisfaction is to find out the size of workers' responses to their work environment.

Organizational culture in several literatures is often also referred to as corporate culture, both terms are considered to have the same understanding (Soedjono and Sunyoto, 2012)Robbins and Judge (2008) define that organizational culture as a system of shared meanings shared by members of an organization that distinguishes the organization from other organizations. This shared meaning system is a set of key characteristics that are held in high esteem by the organization (Sunyoto, 2012)

According to Henry Simamora (2012) "Development is defined asthe preparation of individuals to assume different or higher responsibilities in the organization. Development is usually associated with increasing of the intellectual or emotional abilities are required to perform better work". According to Monday (2011) "Career development is a formal approach that used by the organization to ensure that people with the right qualifications and experience are available if it is needed.



Source: As'ad (2011) and Mangkunegara (2011)

## **Hypothesis**

Based on the formulation of the problem that has been described, then the hypothesis can be formulated as follows:

- H.1 There is an effect of Organizational Culture on Job Satisfaction of Information Technology employees.
- H.2 There is an effect of Career Development on Job Satisfaction of Information Technology employees.
- H.3 There is an effect of Organizational Culture on the Performance of Information Technology employees.
- H.4 There is an effect of Career Development on the Performance of Information Technology employees.
- H.5 There is an effect of Job Satisfaction on the Performance of Information Technology employees.
- H.6 There is an effect of Organizational Culture on Performance through Job Satisfaction of Information Technology employees.
- H.7 There is an effect of Career Development on Performance through Job Satisfaction of Information Technology employees.

## **Research Method**

This study was conducted on IT (Information Technology) Employees at PT. Chevron Pacific Indonesia in Rumabi Pekanbaru. In this study the population was all employees of the IT (Information Technology) of PT. Chevron Pacific Indonesia numbered as many as 147 people. Samples are part of the population to be studied or a portion of the characteristics possessed by the population. Due to the number of populations that are not too many, the researcher took the entire population as a sample. The sampling method used was the census method or saturated sample. Namely the entire population was a sample. The sample in this study were all employees of the IT (Information Technology) of PT. Chevron Pacific Indonesia numbered 147 people.

Validity Testing of Research Instrument Is a concept of measuring validity that is used to see how well the results obtained from the use of measurements in accordance with the theory, in which, the test is designed. Construct validity describes how far the results of a measurement in accordance with the results that theoretically describe the concept being measured. Construct validity is obtained through: Covergent validity illustrates the correlation between constructs and indicators. The greater the correlation is better. Discriminant validity illustrates the correlation between variables that should not be interconnected. The smaller the correlation is better. Reliability is the ability of an instrument to remain stable or not vulnerable to any situation. The stability of a measure proves the goodness of a measure in measuring a concept. The internal consistency of a measure is an indication of homogeneity. The items that arrange the construct. Existing items must be the same and must be able to measure the same concepts independently.

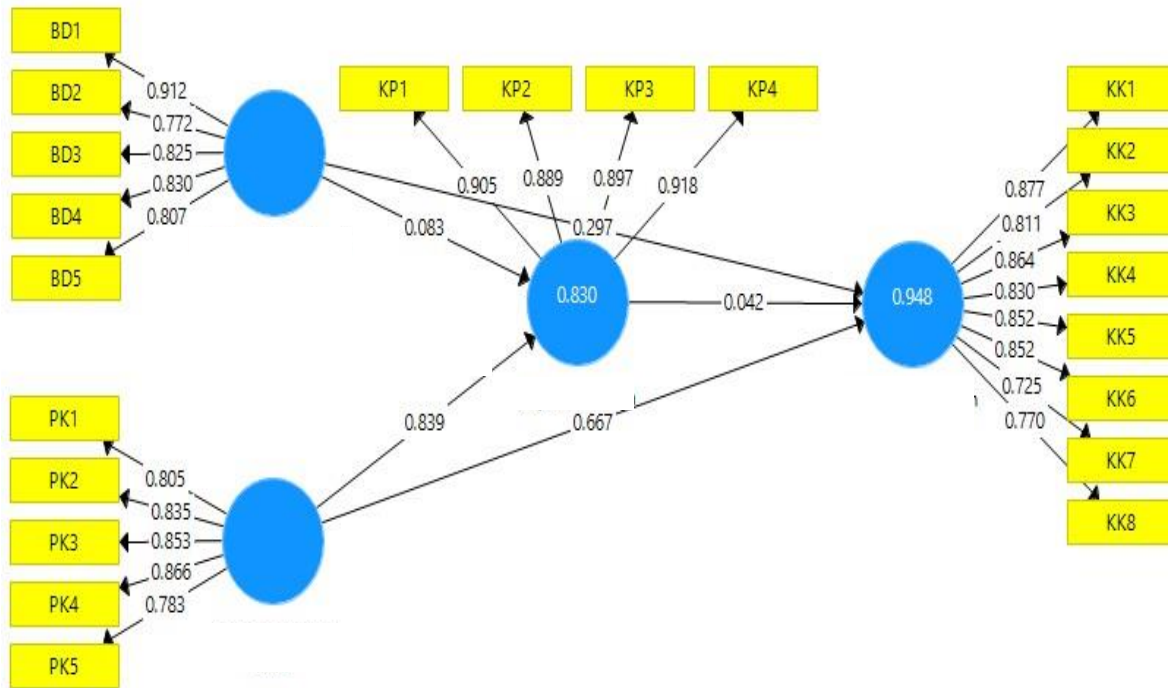
In this study, the data were analyzed using the Partial Least Square (PLS) approach. PLS is a structural equation model (SEM) based on components or variants. According to (Ghozali, 2008) PLS is an alternative approach that shifts from a covariance-based SEM approach to variance-based SEM approach. Covariance-based SEM generally is aimed to examine the causality / theory while PLS is more predictive model. PLS is a powerful analysis method because it is not based on many assumptions. For example the data must be normally distributed and the sample does not have to be large. Besides being able to be used to confirm theories, PLS can also be used to explain the presence or absence of relationships between latent variables. PLS can simultaneously analyze the construct formed by reflexive and formative indicators. This cannot be obtained by SEM which is based on covariance because it will become an unidentified model. The PLS approach is distribution free (it does not assume data with a specific distribution, it can be nominal, category, ordinal, interval or ratio). In addition PLS can also be



used to measure small numbers of samples. The collected data will be analyzed through hypothesis testing with a variance-based structural equation modeling (SEM) analysis approach.

### Finding And Discussion

Assessing the Outer Model or Measurement Model. There are three criteria in using data analysis techniques using Smart PLS to assess the outer model, namely Convergent Validity, Discriminant Validity and Comosite Reliability. Here is a figure of PLSAlgorithm in this study.



Source: *Processed Data for 2020*  
**Figure 2. Outer Model or Measurement Model**

Validity and reliability criteria can also be seen from the reliability value of a construct and the value of the Average Variance Extracted (AVE) of each construct. The construct is said to have high reliability if the value is 0.70 and AVE is above 0.50. In Table 1 the Composite Reliability and AVE values are presented for all variables. Testing on the structural model is evaluated by observing the percentage of variance described, which is looking at the value of R<sup>2</sup> for the dependent latent variable by using the predictive relevance (Q<sup>2</sup>) value. The magnitude of Q<sup>2</sup> with a range of 0 < Q<sup>2</sup> < 1, the closer to the value of 1, it means that the model is getting better. Vice versa, if it is below of 0 (zero) thus it shows that the model has lack of predictive relevance.

**Table 1. Cronbach's Alpha Composite Reliability and Average Variance Extracted**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture X <sup>1</sup>	0.875	0.842	0.871	0.796
Career Development X <sup>2</sup>	0.790	0.898	0.916	0.648
Job Satisfaction Y <sup>1</sup>	0.852	0.952	0.963	0.775
Employee Performance Y <sup>2</sup>	0.950	0.882	0.903	0.821

Source: Processed Data for 2020

**Table 2. The Result of Goodness Fit Test**

	R Square	R Square Adjusted
Y <sup>1</sup>	0.830	0.789
Y <sup>2</sup>	0.948	0.874

Source: Processed Data for 2020

Based on the coefficient of determination R<sup>2</sup>, which is presented in Table 4, we can know the value of Q<sup>2</sup> by calculating as follows:

$$\begin{aligned}
 R^2 &= 1 - (1-R^2_1) (1-R^2_2) \\
 &= 1 - (1-0.830) (1-0.948) \\
 &= 1 - (0.170) (0.052) \\
 &= 1 - 0.0088 \\
 &= 0.9912 \text{ (99.12\%)}
 \end{aligned}$$

Based on the result of data calculation, it is discovered that the predictive relevance (R<sup>2</sup>) = 0.9912 (99.12%) It implies that the accuracy or accuracy of this research model can explain the effect of organizational culture variables, career development and job satisfaction on employee performance by 99.12%. The remaining of 0.88% is explained by other variables not contained in this research model. This model can be used for hypothesis testing. It means that the Q<sup>2</sup> obtained is model that formed and has a good accuracy or accuracy of the model because it is obtained values above 60%. This shows that the model of this study has a good predictive value and is suitable to be used in testing hypotheses. Hypothesis testing and path coefficient effect directly between variables of work experience, discipline, job satisfaction and employee performance. The result of direct and indirect effect can be seen from the path coefficient and critical point values that are significant at α = 0.05.

**Table 3. Efficiency of Direct Path Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X <sup>1</sup> -> Y <sup>1</sup>	0.052	0.057	0.044	1.179	0.020
X <sup>2</sup> -> Y <sup>2</sup>	0.039	0.043	0.081	3.483	0.011
X <sup>1</sup> -> Y <sup>1</sup>	0.910	0.911	0.020	6.273	0.000
X <sup>2</sup> -> Y <sup>2</sup>	0.526	0.541	0.162	3.246	0.001
Y <sup>1</sup> -> Y <sup>2</sup>	0.194	0.181	0.170	2.941	0.003

Source: Processed Data for 2020

**Table 4. Efficiency of Indirect Path Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
$X^1 \rightarrow Y^1$					
$X^2 \rightarrow Y^2$	0.237	0.009	0.014	3.731	0.001
$X^1 \rightarrow Y^1$					
$X^2 \rightarrow Y^2$	0.477	0.165	0.155	2.835	0.002
$Y^1 \rightarrow Y^2$					

Source: Processed Data for 2020

**Discussion**

The result of this study indicates that organizational culture effects on job satisfaction. This is evidenced by statistical testingshows that the path coefficient (original sample estimate) of 0.052 and a significant level of p-value 0.020 ( $p > \alpha = 0.05$ ). It implies that by having a good organizational culture applied by the company, it will effect on job satisfaction so that the first hypothesis proposed is accepted. Robbins and Judge (2008) define that organizational culture as a system of shared meanings shared by members of an organization that distinguishes the organization from other organizations. This system of shared meaning is a set of key characteristics that are held in high esteem by the organization. Another characteristic of the business from Chevron is the partnership pattern of refueling stations owned by partners which certainly requires Chevron to be a company that can be trusted by its partners, thus, Chevron needs to emphasize the words integrity, trust, and partnerships as a basic value for its employees. The job satisfaction of PT. Chevron Pacific Indonesia is a collection of feelings towards work owned by an employee.

Job satisfaction is very effect on human valuesand financial benefits of a company. Job satisfaction is a general attitude toward work or individual who shows the difference between the amount received by workers and the amount they believe that they should receive. Job satisfaction is evaluative, which means job satisfaction is to find out the size of workers' responses to their work environment. PT. Chevron Pacific Indonesia organizational culture as a system of shared meanings shared by members of the organization that distinguishes the organization from other organizations. This system of shared meaning is a set of key characteristics that are held in high esteem by the organization. The resultof this study is in line with research conducted by Masrukhin and Waridin (2016) who indicates that organizational culture is a positive effect on satisfaction. Koesmono's (2015) also proves that a positive and significant effect between organizational culture and job satisfaction.

The result of this study indicates that career development has an effect on job satisfaction. This is evidenced by statistical testingshows that the path coefficient (original sample estimate) of 0.910 and significant at p-value 0.000. It implies that the better career development will effect on job satisfaction so that the second hypothesis proposed in this study can be accepted. According to Monday (2011) Career development is a formal approach used by organizations to ensure that people with the right qualifications and experience are available if it is needed. The Planning of employee career development is a process that begun from the acceptance of the employee, the placement of employee, the amount of salary will be received, career will be conducted, till to the leave arrangements, skills development, lay-off until an employee's retirement will effect on job satisfaction.

PT. Chevron Pacific Indonesia in the chain of desire needs and motivation satisfaction is a chain of reactions, which is begun with the need, then it raises efforts to achieve goals, and also it emerges tension (tension is due to the desires have not been



fulfilled), which then it leads to actions that lead to goals, and finally satisfy the desire. The results of this study are in line with research conducted by Bernard and Hakimi (2014) highlights that career development has a positive effect on satisfaction.

The result of this study indicates that organizational culture effects on employee performance. This is evidenced by statistical testing shows that the path coefficient (original sample estimate) of 0.039 and significant at p-value 0.01. it means that the better the culture of the organization will effect on the performance of employees so that the third hypothesis proposed in this study can be accepted. Organizational culture refers to a system of shared meanings shared by members of an organization that distinguishes the organization from other organization.

Furthermore, PT. Chevron Pacific Indonesia states that a cultural value system that grew to be strong is able to lead the organization towards better development. PT. Chevron Pacific Indonesia, the better the work culture, the higher the performance and the vice versa. Chevron in its organizational culture has a slogan by interpreting this slogan as effort of Chevronto find out the renewable energy, better and cleaner energy with the main energy owned by Chevron that is available in abundant quantities, namely human energy can be assumed that Chevron has a very important emphasis to the human element. The research result of Masrukhin and Waridin (2016) show that organizational culture indicated by culture requires employees to look for more effective and courageous ways to bear the risks, be careful in carrying out work, attention to employee welfare, demands for concentration achieved, high morale at work, and the obligation to realize agency targets and tasks have a positive effect on employee performance. The research result of Koesmono(2015)also finds out a positive and significant effect between organizational culture and employee performance.

The result of this study indicates that career development has an effect on employee performance. This is evidenced by statistical testing that shows the path coefficient (original sample estimate) of 0.526 and significant at p-value 0.001. It implies that career development has a significant effect on performance, thus the fourth hypothesis proposed in this study can be accepted. Koesmono's (2015) also indicates that a positive and significant effect between career development and employee performance.

The result of this study indicate that job satisfaction effects on employee performance. This is evidenced by statistical testing shows that the path coefficient (original sample estimate) of 0.526 and significant at p-value 0.001. It implies that the satisfaction of the employee will effect on the performance thus the fifth hypothesis proposed in this study can be accepted. In this theory, Maslow states that there is a hierarchy of needs in everyone. Every person gives priority to a need until those needs can be met. If a requirement has been fulfilled, then the second need will play a role, and so on according to the rules.

Research conducted by Koesmono (2015) and researchers conducted by Masrukhin and Waridin (2014) which states that job satisfaction has a positive and significant effect on employee performance, also shows that there is an influence between job satisfaction on performance.

The result of this study indicate that Organizational Culture effects on Employee Performance through Job Satisfaction. This is evidenced by statistical testing that shows the path coefficient (original sample estimate) of 0.237 and significant at p-value 0.001. it means that a good organizational culture in the work environment of employees will effect on the performance and also the satisfaction felt by the employees so that the sixth hypothesis proposed in this study can be accepted. In equity theory explained by Herzberg originated

from the existence of job dissatisfaction that arises from an individual in comparing between providing something (input) in exchange for something else (output) and it feels that the position is unfair.

The results in this study indicate that career development has an effect on employee performance through job satisfaction. This is evidenced by statistical testing shows that the path coefficient (original sample estimate) of 0.447 and significant at p - value 0.002. It implies that the existence of a clear career development is obtained by the employee, it will effect on the performance of employees and also the satisfaction felt by the employees so that the sixth hypothesis proposed in this study can be accepted. PT. Chevron Pacific Indonesia career development is a process of preparing individual facilities to assume higher responsibilities through a formal approach to the organization in a series of work activities that have ongoing relationships. There are several meanings in it. Namely like, qualifications, complementary relationships between one another, work and individual abilities, the factors that determine a individual's career will decrease or continue to increase so that it requires a career from an employee.

## **Conclusion**

Based on the result of research and discussion and analysis that have been carried out in the previous chapter, thus, this chapter concludes as the follows: Organizational Culture effects on job satisfaction. With a strong organizational culture that is implemented by the company, it creates job satisfaction to employees. Career Development effects on job satisfaction. The better implementation of the career system in the company will provide a level of satisfaction working in employees. Organizational Culture effects on employee performance. A strong organizational culture will have an impact on achieving high performance, because having spirit to realize a leading company in accordance with the values of the company's organizational culture, the greater the opportunity to be able to get the best performance from those employees. Career Development effects on employee performance. The level of good career will produce high performance. This is more transparency within the company that all employees can have the same opportunity to obtain a career level so that it will improve employee performance. Job satisfaction effects on employee performance. High job satisfaction felt by employees has an effect on the achievement of their performance. It is due to the employees feel comfortable and safe at work so that it will provide maximum performance in the organization. Organizational Culture effects on employee performance through job satisfaction. By having a strong organizational culture will effect on job satisfaction also and the achievement of employee performance. Career Development effects on employee performance through job satisfaction. It implies that the obvious career development that is obtained by the employee, it will effect on the performance of employees job satisfaction felt by employees.

## **Suggestion**

From the conclusion and limitation have been obtained, the following suggestions can be provided as follows: The implementation of organizational culture in employees needs to be strengthened by the way of employee excellence is carried out by the placement of position in accordance with their educational background and work experience. And also employees must be responsive in dealing with problems that exist in the company so that it will have a good impact on the culture of the organization. Conducting coaching clinics routinely about the work culture of the company so that the implementation of organizational culture increases and gives greater trust to employees through the delegation of greater authority while also including a greater responsibility burden.

The implementation of career development programs still needs to be evaluated on how all employees have the same opportunity for self-development, one of which is by

participating in training. In terms of screening prospective employees who will be promoted through an assessment of work ability standards that are assessed not only by superiors, but also fellow colleagues and also prioritizes internal appointments that are better known by employees.

To provide satisfaction to employees, organizations must provide career opportunities in transparency and give attention to subordinates so that it will provide motivation to work within the employee, such as promotion must be open and in accordance with the rules applied in the company.

To support the improvement of employee performance, organizations are required to be able to provide encouragement that emerges the enthusiasm of employees to work better towards achieving organizational goals. Employees who are always innovating in the company should provide encouragement of motivations so that employees can develop in achieving their career level as well and leaders should be able to trigger the impetus for employees to work better. Reward for employees that are beneficial not only in the form of financial but non-financial, in simple forms such as praise, gifts and certificates.

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