

The Empirical Study of Motivation, Abilities and Leadership on Work Effectiveness Through Organizational Culture of Bank Mandiri Employees in the Jember Area

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Abstract:- The aim of s research was to determine the influence of motivation, ability and leadership on the work effectiveness of Bank Mandiri employees in the Jember area through organizational culture. This research approach is a quantitative approach with hypothesis testing. The research population were Front Liner employees who are customer service employees in all units and offices of PT. Bank Mandiri in the Jember area has 50 employees. The sampling technique was saturated sampling. Research variables include stress, conflict management, mood and work effectiveness. The research results explained that motivation had a positive effect on employee organizational culture. Ability had a positive effect on organizational culture. The ability factor had a positive effect on employee work effectiveness. The ability factor had a positive effect on employee work effectiveness. Leadership factors had positive effect on employee work effectiveness. Employee organizational culture had a positive effect on employee work effectiveness.

Keywords:- Ability, Culture, Leadership, Motivation and Work Effectiveness.

I. INTRODUCTION

Organizational performance is a parameter for whether an organization can be said to be effective or not. Titus and Hoole (2021) that organizational performance is the main key in understanding the organization itself for the effective organization of every organization so that many organizations are competing to prove effectiveness (Sharma and Singh, 2019). When the management of an organization does not show good results, the organization is still not effective (Sharma and Singh, 2019; Nwanzu and Uhiara, 2019). According to Alghaffari et al., (2018) there are 4 factors that influence effectiveness, namely organizational characteristics, environmental characteristics, work characteristics, management policies and practices. Organizational effectiveness is related to the organizational

environment, such as the business environment, including the banking industry.

The banking industry has an important role in supporting Indonesia's economic growth. Forbes has released a list of the 10 best banks in Indonesia in 2023. The top position is filled by Bank Central Asia (BCA), a private bank owned by the Hartono Brothers who are currently the richest people in Indonesia. The second place is occupied by Bank DBS which is headquartered in Singapore, and Bank Jago is in third place. The 10 best banks in Indonesia in 2023 according to Forbes based on ranking order and country of origin are BCA, Bank DBS, Bank Jago, Bank Mandiri, United Overseas Bank (UOB), BCA Syariah, BNI, BSI, Bank Neo Commerce (BNC) and BRI. Meanwhile, the list of the 10 best banks in Indonesia in 2023, if sorted by the highest number of employees, is Bank Mandiri with 38,176 employees and the least is Bank Jago with 386 employees.

Based on the survey results, it is explained that in 2023, PT. Bank Mandiri, Tbk is still in fourth place out of 10 selected banks. However, in terms of the number of employees, it has the number 1 largest number of employees among 10 other banks. Bank Mandiri, in this case, is trying to produce better products and services so that it can provide maximum satisfaction for its customers and also a wide consumer network so that it excels in the competition. Therefore, Bank Mandiri services are carried out to improve performance, especially the effectiveness of employee work as the spearhead of the bank.

PT services. Bank Mandiri cannot be separated from the role of employees as the company's spearhead in the field of service, of course they must be able to build a good image. This really depends on the employees who are at the front line of bank services. If employees consisting of customer service and security guards do not provide effective service, there will be many complaints or complaints from customers.

The quality of employees is of course inseparable from work effectiveness, in this case customer service does not only carry out routine tasks but employees contribute to organizational effectiveness. In accordance with established procedures, every day what employees do, one of which is PT. Bank Mandiri in the Jember area before customers arrive are required to tidy up the table, turn on the computer and printer, dress up according to the standards set by PT. Bank Mandiri Jember area read about products, and took part in morning briefing activities with other employees. After that, employees must be ready to welcome and serve customers.

According to Susanto (2019), who conducted research on Analysis of the Influence of Leadership and Work Culture with Motivation as an Intervening Variable on Employee Performance at the Kebumen Regency Land Office, stated that leadership does not have a direct influence on performance, while work culture and motivation have a significant effect on employee performance. Meanwhile, according to Brahmasari (2019), he conducted research on the influence of work motivation, leadership and organizational culture on employee job satisfaction and its impact on company performance (case study at PT. Pei Hai International Wiratama Indonesia). The results of the research state that motivation has no significant effect on performance, on the contrary, leadership and organizational culture have a positive effect on company performance.

Researchers have several thoughts on the variables that will be used in this research, namely motivation, researchers have indicators that employees have a need for achievement, a need for affiliation and a need for power which allows them to influence work effectiveness. Capabilities, researchers have indicators that employees are required to have knowledge, skills as well as attitudes and behavior that enable them to influence work effectiveness; In the leadership variable, researchers have indicators that employees have leadership traits that are authoritarian, democratic or free/open towards their subordinates in the field which is possible to influence performance. Organizational culture has indicators that employees must be disciplined, responsible and proactive, enabling them to influence work effectiveness. The aim of this research is to determine the influence of motivation, ability and leadership on the work effectiveness of Bank Mandiri employees in the Jember area through organizational culture.

II. LITERATURE REVIEW

A. Work Effectiveness

According to Eydi (2015) says that work effectiveness is an achievement that has been successfully carried out by an organization through evaluation of the criteria, characteristics that have been determined by the organization by considering the means (process) and goals (results). Titus and Hoole (2021). says that work effectiveness is an organization that is able to achieve targets determined by the organization in the form of market share, profit, return on investment, or efficiency while still paying attention to customer service and social responsibility. Nwanzu and Uhiara (2019) stated that work effectiveness is the extent to which an organization is able to achieve organizational goals, the organization is able

to predict everything that will be faced in the future, and is able to evaluate every problem and solution faced.

Based on an understanding of the meaning of work effectiveness. Eydi (2015) said that a theory is needed that is able to bridge the picture of effective and ineffective. Organizational performance, organizational productivity, value from the organization is obtained by the organization. Nwanzu and Uhiara (2019) put forward the process an organization goes through in achieving a goal but while still looking at the possibilities that could occur.

Based on this opinion, work effectiveness is the organization's achievement of goals in accordance with predetermined plans (Titus and Hoole, 2021). Selection of use of dimensions from Sharma and Singh (2019) because Sharma and Singh (2019) look at the effectiveness of public and non-profit work in a complex manner. Sharma and Singh (2019) which says that to measure work effectiveness several dimensions are used. These dimensions include the following:

➤ Program Outcomes

Outcome programs emphasize readiness or results that have been achieved in implementing the program created. Measurements in this dimension by Salden and Sowa in Sharma and Singh (2019) carried out using three measurement indicators, including:

- Measuring readiness in implementing the program
- Measuring readiness to achieve a higher position
- Understanding in program implementation

➤ Management Outcomes

Management outcomes has a crucial role in viewing organizational performance. The measurements used are as follows:

- Employee turnover rate over the past few years
- Overall level of enjoyment of work
- General level of satisfaction
- Continue working for the next two years
- Can complete the work given

➤ Management Capacity

Sharma and Singh (2019) explain that management capacity is seen as the level of systems and processes needed to maintain an organization. The dimensions of Capacity management are as explained below.

• Management Infrastructure

Infrastructure management related to employee readiness in facing all forms of challenges and problems within the organization. This dimension measurement uses 3 (three) statements, namely:

- ✓ Employees are encouraged to experiment when faced with new situations.
- ✓ Employees evaluate the results of experiments that have been carried out and report the results of these experiments to the organization

✓ Employees effectively maintain and utilize organizational experience records

• *Employee Training*

Sharma and Singh (2019) are efforts made by organizations to improve the abilities of employees as measured by Sharma and Singh (2019):

✓ *Staff Perception of Training Provided*

This indicator will use the perceptions of employees in the organization to assess the training provided by the organization.

✓ *Staff Perception of Performance Feedback Provided*

This dimension is related to employee perceptions of feedback provided by the organization, in whatever form. This dimension will be measured through two statements, namely:

- There is annual feedback on performance
- Regular mentoring and getting feedback on the performance that has been achieved.

✓ *Staff Perception of Satisfaction with Salary*

This dimension is related to employee satisfaction in receiving their salary every month. This will be seen from the employee's perception through a comparison of the workload and salary they receive.

• *Performance Management System*

Performance Management System measured by the use of technology while running the program. The measurement of IT use is directly related to employee checking activities and issues regarding the program implementation schedule.

➤ *Program Capacity*

This research will use 3 (three) of the 4 (four) dimensions mentioned by Sharma and Singh (2019), namely the dimensions of program outcomes, management outcomes and management capacity. The dimensions of program capacity are mentioned by Sharma and Singh (2019). Apart from that, the selection of 3 (three) dimensions of Program outcomes, management outcomes and management capacity is more suitable to be applied to measuring work effectiveness such as banks.

B. *Motivation Theory*

Theories about motivation that have been put forward by experts. Alderfer in Sutrisno (2019) put forward his theories under the name ERG theory (Existence, Relatedness, Growth). This theory is a modification of Maslow's hierarchy of needs theory. Intended to correct some of the weaknesses of Maslow's theory. In this modification, Maslow's five levels of needs are utilized into just three types of needs. Every person needs to fulfill these three needs as well as possible.

➤ *Existence (Existence)*

Existence is a person's need to be able to fulfill and maintain the existence of the person concerned as a human being in the midst of society and companies. This existence includes psychological needs (hunger, thirst, sleep) and safety needs. Because this need is very basic, it must be fulfilled as

well as possible, so that the concentration of thoughts and attention of employees is focused on carrying out the work.

➤ *Relatedness*

Kinship is the connection between a person and the surrounding social environment. Everyone in their life and work is always in contact with people. In kinship theory, this includes all needs involving a person's relationship with other people. They will be involved in activities of mutual acceptance, giving understanding, and so on which is a kinship process. This need is comparable to security needs, social needs and some prestige needs in Maslow's theory. A leader who has subordinates must pay attention to this kinship need that exists in each person and try to fulfill it as best he can.

➤ *Growth (Growth)*

This need for growth and development is a need related to developing a person's potential, such as creativity and personal growth. This need is comparable to the need for self-esteem and self-realization. In this need these needs will be combined. Even though each person's needs are very different. However, the focus of attention and development makes this combination acceptable. If these needs can be met, then the individual concerned encourages himself to fully develop his own personal capacities.

According to Alderfer (in Wijono, 2012) suggests that the theory of existence, relationships and growth (ERG) distinguishes two basic things. First, break down the needs into three categories: existence needs (fundamental needs), relationship needs (the need for interpersonal relationships) and growth needs (the need for personal creativity or productive influence). Second, and more importantly, it is emphasized that if higher needs are disappointed, lower needs, even though they have been satisfied, will reappear. This series of categories has been very useful for measuring how many needs a person has at any given time. This approach recognizes the possibility that not everyone has the same number of basic needs. Experts consider the ERG theory to be closer to the actual situation based on empirical facts. The difference between ERG theory and Maslow's Needs Hierarchy Theory is as follows:

- ERG theory states that more than one need can operate at the same time, meaning that it does not always have to be in levels as proposed by Maslow.
- ERG theory states that if achieving satisfaction of higher needs is difficult to achieve, the desire to satisfy lower needs increases.

C. *Work Ability*

Ability means an individual's capacity to carry out various tasks in a job. (Robbins & Judge, 2019). From these definitions it can be concluded that ability is an individual's ability or ability to master a skill and use it to carry out various tasks in a job.

According to Gibson (2018), the physical and mental abilities that people initiate to carry out a job. Snell (1992) stated that low ability employees will use more time and effort than high ability employees to complete a job. In an effort to

increase work productivity, to achieve high performance for employees, apart from requiring change, what is no less important is to encourage employees. The task of mobilization is one of the duties of leadership. Organizations, including regional government organizations, demand the existence of capable regional officials or apparatus. In this regard, according to Munir (2018), what is meant by ability in relation to work is a condition in which someone is serious, efficient and successful in carrying out work so as to produce something optimal. Thoha (2018) states that employee ability is defined as a condition that shows an element of maturity which is also related to knowledge and skills that can be obtained through education, training and knowledge." Gibson, et. al. (2006) said that abilities are traits that are innate or learned, which enable someone to complete their work. So it can be concluded that what is meant by employee ability in this research is all the potential that employees have to carry out tasks based on knowledge, attitudes, experience and education.

D. Leadership

There are various different understandings of leadership put forward by experts. Terry said that leadership is a relationship between a person and other people, leaders are able to influence other people to be willing to work together in tasks to achieve the desired goals. Koonz and O'donnell define leadership as the art of persuading subordinates to undertake tasks with confidence and enthusiasm. Robbins (2018) believes that leaders are related to the ability to influence groups to achieve goals. Fiedler said that leadership is a pattern of relationships between individuals who use authority and influence over other people or groups of people to form cooperation to complete a task.

Leadership, it cannot be denied, is one of the determining factors the success of an organization in achieving its goals. Even in a broader context, it is believed that the progress of a nation and state is largely determined by the leadership possessed by the leader of the country himself. According to Pareke (2018) leadership is a process where a person, namely the leader, influences subordinates without coercion to achieve organizational goals. Therefore, the level of effort made by subordinates to carry out their work or field of duties is largely determined by the effectiveness of the influence exerted by their leader.

In carrying out his leadership function, a leader cannot be separated from the existence of a style or often referred to as a leadership style. Leadership style is defined as "a pattern of emphasis, indexed by the frequency or intensity of certain leadership behaviors or attitudes, that positions a leader in different leadership functions" (Casimir, 2001). . This style aims to create obedience in those who work for an organization to fulfill and comply with the direction of the leader.

One of these leadership styles is the transformational leadership style (transformational leadership) is one of several leadership models, defined by Burns (1978, in Yukl, 1998) as "a process of mutual elevation between leaders and followers to a higher level of morality and motivation". Bass (1985; in

Tschannen -Moran, 2003) as quoted by Thomas and Wahju termed transformational leadership as "Fours I's", which includes "individualized influence), inspirational motivation, intellectual stimulation and individualized consideration.)". Meanwhile, another leadership style is the transactional leadership style.

According to Burn, this connection can be understood with the idea that employees' lower needs, such as physiological and safety needs, can only be met through the practice of a transactional leadership style. Transformational and transactional leadership is very important and needed by every organization. In the transactional leadership style, the leader's relationship with subordinates is based on an exchange or bargaining between them. To motivate subordinates or followers through exchange of conditional rewards that focus on goals or vision and mission, clarify the relationship between performance and rewards and provide constructive feedback so that subordinates always carry out the tasks they have been given. Transactional leadership style is a leadership style in which a leader focuses his attention on interpersonal transactions between leaders and employees that involve exchange relationships (Yukl, 1998).

E. Organizational Culture

Organizational culture is defined as a cognitive framework that contains the attitudes, values, norms and shared expectations held by organizational members (Greenberg and Baron, 2013). The construct of organizational culture, in organizational and sociological research, often overlaps with the construct of organizational climate. On the other hand, organizational culture is related to the context of organizational development. This means that culture is rooted in the history of the organization, is shared and is not easily manipulated directly. According to Schenieder et. al (1996) sustainable organizational change can be created through organizational change. However, organizational culture as software that exists in an organization can only be changed through the organizational climate.

➤ *Dimes The Overall Essence of Organizational Culture, According to Robbins (2018), is as Follows:*

- *Innovation and taking risks*, meaning a degree to which employees are encouraged to be innovative and take risks.
- *Perattention to detail*, meaning the degree to which employees are expected to display precision, analysis and attention to detail.
- *Results orientation*, meaning the degree to which leaders focus on results rather than on the techniques and processes used to achieve those results.
- *Human orientation*, meaning degree to which management decisions take into account the impact of results on people in the organization.
- *Agressiveness*, meaning is where people are aggressive and competitive instead of friendly and working

III. METHOD

This research approach was a quantitative approach with hypothesis testing(hypothesis testing) which is causal or causal in nature (Sugiyono, 2020).This research is included in explanatory research because this research aims to explain the causal relationship (cause and effect) between variables through testing hypotheses that have been formulated. It is also included in confirmatory research because the aim is to explain the causal relationship between variables through testing. Data collection in this research was carried out using cross-sectional time horizon data, where data was obtained at a certain time.

The research population is Front Liner employees who are customer service employees in all units and offices of PT. Bank Mandiri in the Jember area has 50 employees. The sampling technique used in this research was saturated sampling. Therefore, the number of samples was 50 people.

Research variables include stress (X1) which is the presence of pressure and tension caused by health worker requirements (job requirements) including outcomes which may be in the form of feelings or physical symptoms. Conflict

management (X2) is a structured action that has been carefully planned and organized to overcome all problems that arise (Lipsky and Avgar, 2018). Mood is a condition experienced in human life, to a greater extent mood can be influenced by the way one individual interacts with another individual in the social environment. Work effectiveness (Y) is a picture and indication that shows organizational performance based on the views of the internal organization and the achievements of the organization itself.

IV. RESULTS AND DISCUSSION

Based on the results of data analysis, it is known that the magnitude of the direct and indirect influence as well as the total influence of motivation (X1), ability (X2), and leadership (X3) as independent variables on employee work effectiveness (Y) as the dependent variable through organizational culture (X4) as a variable The intermediary then calculates the residual variable (e) or remaining variables, namely variables other than the independent variable and intermediate variables which also influence the dependent variable but are not included in the research model. The results of path analysis and hypothesis testing are explained in Table 1 below.

Table 1. Path Coefficient Values and Hypothesis Testing

Hypothesis	Variable	Variable	Beta (β)	t-count	p-value
	Free	Bound			
1	Motivation (X1)	Organizational culture (X4)	0.199	3,418	0.016
2	Ability (X2)	Organizational culture (X4)	0.326	2,383	0.021
3	Leadership (X3)	Organizational culture (X4)	0.048	3,339	0.044
4	Motivation (X1)	Work effectiveness (Y)	0.238	3,677	0.010
5	Ability (X2)	Work effectiveness (Y)	0.304	3,228	0.031
6	Leadership (X3)	Work effectiveness (Y)	0.097	3,673	0.004
7	Organizational culture (X4)	Work effectiveness (Y)	0.195	3,373	0.018

Note: ** = Significant at α = 5%

➤ Based on the Results of the Regression Coefficient, the Model can be used as follows.

$$Z = 0.199X1 + 0.326X2 + 0.048X3 \dots \dots \dots (1)$$

$$Y = 0.238X1 + 0.304X2 + 0.097X3 + 0.195Z \dots \dots \dots (2)$$

➤ The Result of Hypothesis Testing were:

- Hypothesis One (H1):
 Motivational factors (X1) have a positive influence on organizational culture (Z) of employee work.

Based on Table 1, the beta coefficient (β) is 0.199, with a p-value of 0.016. Because the p-value < α or 0.016 < 0.050, then H1 is accepted. Thus the hypothesis which states that motivation has a positive influence on employee organizational culture is accepted.

- Hypothesis Two (H2):
 The ability factor (X2) has a positive influence on employee organizational culture (X4).

Based on Table 1, the beta coefficient (β) is 0.326, with a p-value of 0.021. Because the p-value < α or 0.021 < 0.050, then H2 is accepted. Thus the hypothesis which states that the ability factor has a positive influence on employee organizational culture is accepted.

- Hypothesis Three (H3):
 Leadership factors (X3) have a positive influence on employee organizational culture (X4).

Based on Table 1, the beta coefficient (β) is 0.048, with a p-value of 0.34 because the p-value < α or 0.054 < 0.050, then H4 is accepted. Thus, the hypothesis which states that leadership factors have a positive influence on employee organizational culture is accepted.

- Hypothesis Four (H4):
 Motivational factors (X1) have a positive influence on organizational culture (Z) of employee work.

Based on Table 1, the beta coefficient (β) is 0.238, with a p-value of 0.010. Because the p-value < α or 0.010 < 0.050, then H5 is accepted. Thus, the hypothesis which states that the

ability factor has a positive influence on employee work effectiveness is accepted.

- *Hypothesis Five (H5):*

The ability factor (X2) has a positive influence on employee work effectiveness (Y).

Based on Table 1, the beta coefficient (β) is 0.304, with a p -value of 0.0008. Because the p -value $< \alpha$ or $0.031 < 0.050$, then H6 is accepted. Thus, the hypothesis which states that the ability factor has a positive influence on employee work effectiveness is accepted.

- *Hypothesis Six (H6):*

Leadership factors (X3) have a positive influence on employee work effectiveness (Y).

Based on Table 1, the beta coefficient (β) is 0.097 with a p -value of 0.004. Because the p -value $< \alpha$ or $0.004 < 0.050$, then H8 is accepted. Thus the hypothesis which states that leadership factors have a positive influence on employee work effectiveness is accepted.

- *Hypothesis Seven (H7):*

Employee work effectiveness has an influence on employee work effectiveness.

Based on Table 1, it can be seen that the organizational culture pathway that influences work effectiveness has a value (β) of 0.195, with a p -value of 0.018. Because the p -value $< \alpha$ or $0.018 < 0.005$, then H10 is accepted. This means that employee organizational culture has a positive influence on employee work effectiveness.

Based on the results of calculating the cross coefficient in Table 1, it appears that the total effect of the motivation factor (X1) on employee organizational culture is 19.9%, which is a direct influence. Furthermore, the influence of the residual variable (ϵ_1) or residual variables (variables other than X1) which are not explained by this model is 99.1%. Ability (X2) on employee organizational culture is 32.6% which is a direct influence. Furthermore, the influence of the residual variable (ϵ_1) or residual variables (variables other than X1) which are not explained by this model is 99.6%. Leadership (X3) on employee organizational culture is 4.8% which is a direct influence. Furthermore, the influence of the residual variable (ϵ_1) or residual variable (variables other than X1 which are not explained by this model) is 95.2%.

The employee organizational culture variable has a total direct influence on employee work effectiveness (Y) of 19.5%. Meanwhile, the motivation variable (X1) on employee work effectiveness (Y) is 16.9%. For the remaining variable (ϵ_2), namely variables other than X1 and Z, the work effectiveness is 91.1%. The ability variable (X2) on employee work effectiveness (Y) is 30.4. For the remaining variable (ϵ_2), namely variables other than X2 and Z on work effectiveness is 85.6%. The leadership variable (X3) on employee work effectiveness (Y) is 9.7%. For the remaining variable (ϵ_2), namely variables other than X3 and Z, the work effectiveness

is 88.8%. Thus, the hypothesis which states that motivation, ability and leadership factors have a positive influence on the work effectiveness of Bank Mandiri Jember Area employees is proven or accepted.

V. DISCUSSION

➤ *The Influence of Motivational Factors on Organizational Culture*

Based on the calculated values of motivation path analysis, it has a significant effect on organizational culture. In this research, it can be seen that the direct influence that motivational factors have on the organizational culture of Bank Mandiri Jember Area employees is proven to be significant. This means that the hypothesis which states that motivation has a significant effect on organizational culture, is proven. Work motivation is the drive that arises from within the employee to carry out a job in order to fulfill the desires and hopes as well as the rewards to be achieved to fulfill his needs, whether influenced internally or externally by the agency.

The implementation of the influence of motivation on organizational culture is explained by increasing perceived motivation which directly has a positive effect on overall satisfaction. This shows that work motivation can influence employee organizational culture. In this research, good motivation supports employee work activities so that employees will feel the organizational culture. Motivational factors have a positive effect on organizational culture. This means that motivation is directly related to organizational culture. Motivation as a driver for employees will improve organizational culture.

Implementation of work motivation that has been carried out by Bank Mandiri Jember Area in improving organizational culture:

- Provide training to all employees according to their class
- Provide operational allowances.
- *Assessment* for employees who excel to advance to a higher level.

This motivation and encouragement is able to increase the implementation of organizational culture at Bank Mandiri Jember Area. The results of this research are consistent with research by Susanto (2019) which found that motivation influences organizational culture.

➤ *The Influence of Capabilities on Organizational Culture*

Based on the calculated value of the ability path analysis, it has a significant effect on organizational culture. In this research, it can be seen that the direct influence that the ability factor has on the organizational culture of Bank Mandiri Jember Area employees is proven to be significant. This means that the hypothesis which states that ability has a significant effect on organizational culture is proven.

Ability to increase the work effectiveness of Bank Mandiri Jember Area employees. The higher the employee's ability, the greater the ability to improve organizational

culture. The implementation of capabilities towards organizational culture is implemented in increasing the capabilities of employees, training is carried out routinely every year by carrying out technical guidance on Operation and Maintenance (O&M) of irrigation networks for the Employee and Sluice Gate Guard (PPA) level or for PPA who will become Employees and Workers who will be a PPA. The results of this research are in accordance with research by Rachmawati (2023) which found that capabilities can improve the organizational culture of Bank Mandiri Jember Area.

➤ *The Influence of Leadership on Organizational Culture*

The company's success in creating employee work effectiveness to achieve predetermined goals cannot be separated from the role of the leader, because the leader must be able to influence, move and direct an action in a person or group of people to achieve certain goals in certain situations. Efforts to increase employee work effectiveness cannot be separated from leaders' attention in providing motivation and work effectiveness of employees, so understanding leadership and work effectiveness is very important.

Based on the calculated values of leadership path analysis, it has a significant effect on organizational culture. In this research, it can be seen that the direct influence that leadership factors have on the organizational culture of Bank Mandiri Jember Area employees is proven to be significant. This means that the hypothesis which states that leadership has a significant effect on organizational culture has been proven.

Leadership plays a very dominant role in the success of an organization in carrying out its various activities, especially seen in the work effectiveness of its employees (Siagian, 2003:3). What can be seen is how a leader can influence his subordinates to work together to produce effective and efficient work.

The results of this research are implemented in the leadership pattern of a superior towards employees. The results of this research are consistent with research by Brahmajari (2019) which found that leadership influences organizational culture.

➤ *The Influence of Motivation on Work Effectiveness*

Based on the calculated value of the motivation path analysis, it has a significant effect on work effectiveness. In this research, it can be seen that the direct influence that motivation factors have on the work effectiveness of Bank Mandiri Jember Area employees is proven to be significant. A person's work effectiveness is sometimes not related to the competencies they possess, because there are personal factors and the work environment that influence work effectiveness. Devi (2019) stated that the relationship between motivation and work effectiveness is positive because employees who have high motivation will also produce high work effectiveness. This means, the higher the motivation, the higher the employee's work effectiveness.

The results of this study are consistent with the research of Luhans et. al (2016) in Devi (2019), shows that extrinsic motivation in the United States has a positive impact on the

work effectiveness of Russian employees. Another study conducted by Luthans and Weixing Li (2016) found that the positive psychological state of employees in Chinese state-owned agencies showed hope was significantly related to their work effectiveness, but self-evaluation characteristics were not related to work effectiveness.

➤ *The Influence of Work Ability on Work Effectiveness*

Based on the calculated value of the ability path analysis, it has a significant effect on work effectiveness. In this research, it can be seen that the direct influence that the ability factor has on the work effectiveness of Bank Mandiri Jember Area employees is proven to be significant. Individual ability as a value possessed by regional officials makes it a strength in responding to every incident or problem in the work environment. Well-formed individual abilities will have a positive influence on the effectiveness of organizational work.

Higher work ability will also increase work effectiveness. According to Robbins (2018), the level of employee work effectiveness will greatly depend on the employee's own ability factors such as the level of education, knowledge, experience, where the higher the level of ability, the higher the work effectiveness will be. Thus, low levels of education, knowledge and experience will have a negative impact on employee work effectiveness. So government employees are required to have certain qualifications, because not everyone has the skills required to complete the job. So the low effectiveness of employee work is due to the low ability of employees.

➤ *The Influence of Leadership on Work Effectiveness*

Based on the calculated values of leadership path analysis, it has a significant effect on work effectiveness. In this research, it can be seen that the direct influence that leadership factors have on the work effectiveness of Bank Mandiri Jember Area employees is proven to be significant. This means that the hypothesis which states that leadership has a significant effect on work effectiveness has been proven. Leadership is a way that a leader has in influencing a group of people or subordinates to work together and make efforts with enthusiasm and confidence to achieve the goals that have been set.

The results of this research are implemented in the leadership pattern of a superior towards employees. The results of this research are consistent with research by Brahmajari (2019) which found that leadership influences work effectiveness.

➤ *The Influence of Organizational Culture on Work Effectiveness*

Organizational culture helps direct human resources towards achieving the organization's vision, mission and goals. Organizational culture will increase team cohesiveness between various sections or work units in the agency so that it can be a glue for employees in the organization together. Organizational culture shapes employee behavior by encouraging the blending of core values and desired behavior, thereby enabling the organization to work more efficiently and

effectively, increasing consistency, resolving conflicts and facilitating coordination and control.

Based on the calculated value of the path analysis, organizational culture has a significant effect on work effectiveness. In this research, it can be seen that the direct influence that organizational culture factors have on the work effectiveness of Bank Mandiri Jember Area employees is proven to be significant. This means that the hypothesis which states that organizational culture has a significant effect on work effectiveness is proven.

Organizational culture influences work effectiveness. The organizational culture of Bank Mandiri Jember Area influences employee work results so that their work effectiveness must continue to increase. Organizational culture depends on each individual, but like it or not, an employee must still work optimally. The organizational culture that has been accepted is the result of the spread of beliefs and values that develop within the agency and direct employees to better behavior. Based on the value of the structural equation path coefficient, organizational culture needs to be strengthened further so that the influence on work effectiveness is even stronger. For this reason, continuous socialization is needed by encouraging organizational culture to become a daily practice. These innovations continue to be rolled out so that they can become organizational values/culture which are ultimately able to increase employee work effectiveness or add value to the agency, by achieving better product quantity and quality.

Implementation of the influence of organizational culture on work effectiveness. There is an evaluation and assessment of the effectiveness of the work of the BANK head within the water service, in relation to the organization he leads. This is also related to the level of discipline in submitting data from the BANK to the water service which must be reported periodically on a certain date each month.

Organizational culture can help employee work effectiveness, because it creates an extraordinary level of motivation for employees to give their best abilities in taking advantage of the opportunities provided by their organization. According to Barney in Lado and Wilson 1994, shared values make employees feel comfortable working, have commitment and loyalty and make employees try harder, increase work effectiveness and job satisfaction, employees try harder, increase work effectiveness and employee job satisfaction and maintain competitive advantage. The results of this research are implemented in organizational culture which influences the work effectiveness of employees. The results of this research are consistent with research by Brahmasari (2019) which found that leadership influences work effectiveness.

VI. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of data analysis, it can be concluded as follows. 1) Motivation has a positive effect on employee organizational culture. Ability has a positive effect on organizational culture. The ability factor has a positive effect on employee work effectiveness. The ability factor has a

positive effect on employee work effectiveness. Leadership factors have a positive effect on employee work effectiveness. Employee organizational culture has a positive effect on employee work effectiveness.

Suggestions that can be put forward include that the organizational culture implemented at Bank Mandiri Jember Area should be further clarified, namely a work climate that is able to adapt to the situation and conditions (situational) of employees. Leaders are expected to continue to increase employee work motivation by not ignoring the rights and interests of the employees concerned. Such as, providing promotion opportunities, improving employee supervision systems, improving abilities by continuing to learn to improve personality so that trust in leaders is always there, and maintaining harmonious relationships between colleagues. Further research can measure variables with other perceptions, especially the perceptions of superiors (supervisors or managers), with the aim of measuring and identifying trends in employee work effectiveness for further management improvement.

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