

## THE INFLUENCE OF ORGANIZATION STRUCTURE, WORK ENVIRONMENT AND MOTIVATION ON POLITEKNIK LP3I BANDUNG

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### ABSTRACT

*This research titled, "The influence of Organization Structure, Work Environment and Motivation on Politeknik LP3I Bandung". The aim of this research are : 1) to know the organization structure, Work Environment and Motivation on Politeknik LP3I Bandung, 2) to find the influence of organization structure, Work Environment and Motivation is partially to employee performance, 3) to find the influence of organization structure, Work Environment and simultaneously Motivation to employee performance. The research was conducted at the Politeknik LP3I Bandung by taking population of 55 persons. The method used is the census method that is descriptive analysis using path analysis. The conclusion of this research is proven to have influence between organization structure, Work Environment and Motivation on staff performance in Politeknik LP3I Bandung.*

Keywords : organization structure, work environment, motivation, employee performance

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### Introduction

*When employees have the power to make task decisions, they become self-directing and self-regulating and take ownership of the products of their work (Stewart &Manz, 1995). Whereas research has shown positive effects for empowered teams and participative management practices, relatively few studies have examined the use of such practices in a downsizing environment dikutip dari (Niehoff, et.al, 2011,15)*

Every company for small company, midle company or big company and the kind of company services, manufactur and industry need a participation from reliable human resource. The quality of reliable human resource will be determine a successfully an organization, and also for a college will need employee who have good quality and can give best service students and lecturer effectvely and afficent so teaching and learning process could be held properly.

According to Undang-Undang RI Number 13 Year 2003 about employment, that every people who able to do work to produce goods or service to fulfil their own needs or for society that is called Man Power, whereas workers or labor where workers/labour is a person who work and receive a salary on the other side. As a human social, workers need a help to understand and care from the other side. On the other side, workers want and hope got a chance enough to get improvement their self and their carrier, want to get an appreciation, want to get an attention and want to be respected, so it can make a feel of proud and confidence. Over all it is a way to stimulate employee work motivation to the high level before, so workers can give a contribute to achievement of the organization goal. Competency can be seen from attendance in work place on time, do a work seriously, finished work on time and based on the target that have been appointed.

Human resources is a manager resource and controller all division on the organization also as an important things on manage and controll the process of advance and get back an organization.

### Literature Review

Accordings to Robbins (2006;132) organization structure is : "An organization structure determine the way of job duties is divided, grouped, and coordinated formally."

Robbins describe there are two extreme kind on organization structure model, they are mechanistik model and organic model as a follows : "One extreme are called mechanistik model. Generally this model synonyms with bureaucracy it means have extensive departementalization, high formalities, information network is limited (mostly information are going to the low management), and lest participation from member of low management on taking a decision. On the other extreme is organic model. This model look like very similar to organization without boundary. Flat, use group of cross hierarchy and cross functional, low formalization, have information network comprehensive (utilizing lateral communication to the top and low management), and need high participation on taking a decide. "

Based on the Sedarmayanti's theory (2001:144) states that : "A factor which determine is designed a work environment condition is related to work motivation of employees is lightness, temperature, dampness, air circulation, noise, mechanical vibration, smell's not good, color setting, decoration, music, and safety in the workplace". Work environment in the company also influence performance that's implemented by employee. According to opinion from Mc. Clelland (On Mangkunegara 2004:68) states that : "motive to have achievement should be owned by employee should be grown from their self from work environment. Therefore, work environment could be built and be created such that based on the goal of organization and a need of employee so it'll grow to work motivation that it produce to increase of work performance.

Performance is influenced by motivation as a strength that support somebody to have behaviour to the goal as a determinant factor for performance. That thing is supported by according form Hersey dan Blanchard on Veithzal Rivai (2004 : 15) that suggest that performance is a function from ability dan motivation.

### Methodology

Authors take determination technique sampling that's used is probability sampling proposionale stratified random sampling types. The level that's used is time or length of work in Politeknik LP3I Bandung, they are heterogeneous employee such as position, level of education, level of duties, but they have same chance to achieve organization goal optimally. Employee who is made a sample around 55 persons, based on the calculation  $n = n \frac{n}{1+n(e)^2}$ .

The approach that will be used on this research is quantitative approach. Quantitative approach have corresponding with quantitative paradigm is an investigation to the problem that is happened on human or society that is based on testing of theory that's composed from some variable that's measured by numbers and it's analyzed by using statistics, beside that to determine is the theory that's used to predict is it true or false.

Accordance with Neuman (2000:123) explain as follows:

Quantitative researchers are more concerned about issue of design, measurement, and sampling because their deductive approach emphasized detailed planning prior to data collection and analysis...quantitative researchers emphasize precisely measuring variables and testing hypotheses that are linked to general causal explanation.

So quantitative research is more concern to the problem of method, measurement, and sample because deduktive approach is concern to main plan by detail on collecting data and analysis, quantitative approach is concern to measure some variable and fixed hypothesis test that's connected to the explain of cause generally.

### Results

To realize a system which conducive for employee performance, it's need organization structure that related so organization goal on giving services to the parties could be reached. Organization structure on basicly is distribution of authority and responsibility from organization elements that's suspected have an impact to employee performance. It's because every distribution of authority and responsibility have an consequencey to the forms of relation for each organization elements.

Beside that, employee have strategic function on giving a best service to the students or lecturer on a college activity, by a process on learning and teaching have a good quality so it will produce quality of their graduate based on it is appointed by the college. For that a role of employee should be increased by increase to welfare the employees it self as an organization system that can't be separated.

The goal of organization is a important factor for an organization because the main of an organization is there is a goal that could give to welfare, fulfillment of desire, affordability, so it could give a high motivation to employee, because it could be produced goodd synergy that's produced by employee so a goal of the organization could be reached relate with a plan of organization strategic.

The needs are fulfilled so it can make the employee performance greater on doing their duties and obligations in the company. Employee work environment is a thing that decide on a process doing some work to realize it can be achieve a target and the goal of organization. Work environment in a company also have function to influence performance that it can be done by employee. According to Mc. Clelland (on Mangkunegara 2004:68) said that : "Achievement motive that should be owned by employee should be grown from their self first beside from work environment. It because achievement motive that was grown from their self will form a strong their self and if a work environment situation contribute to the performance achievement will be easier". This work environment it self consist of physical and nonphysical that inherent with a employee so it can's be separated from effort development employee performance. The fresh work environment, comfortable, and based on the decent standard requirements wil give a contribution to the comfort of employee on doing their job. The work environment nonphysical such as hospitality attitude employees, mutual respect on the different opinion, and the others is a mandatory requirement for continue to foster quality of employees opinion which finally can build their performance continuously.

On of the factor that influence a performance is motivation. Motivation become very important thing for a manager so that employee could follow the direction to reach quality performance, motivation is an activity to distribute, and maintain employee performance. Motivation should be given to every employee so the employee can develop their self and have a want to keep have creativity and always doing the activity that can develop *skill* or control their self. There a positive relationship between achievement motivation with achievement performance, it means motivation high achievement to tend have a high work

achievement, and otherwise that they who have low work achievement is probably because low achievement motivation (Mangkunegara: 2001;104).

Some people want to work for fulfill a needs and physical necessary and also spiritual, is it a need that was realized or not to be realized. The essentially a needs for every people is same, but a desire to work (leader and subordinate) (Wahjosumidjo;2003). Work motivation every people are doesn't appear by suddenly. A leader on giving a motivation to the their subordinat have to realize, that some people want to hard work by the expectation could to fulfil needs and their want.

Therefore it could be suspected that a role of organization structure have an influence to employee performance, in the other words the better organization structure that's compiled so it will be better also a performance that's produced by the employee. The condition of employee's performance in Politeknik LP3I bandung it's very influenced by stability of organization structure which available so it could be created a quality standard and the quality employee performance. The purposes from improvement of this organization structure is to increase a standar of job that would be given to every division or sub division, so clarity job for every person who stand on their position, beside that it have a purposes to create a organization climate condusively .

Empowerment and enrichment opportunities should give them a sense of control and ownership over their immediate job environments. When given such control over their work environments, employees' fears and insecurities are lessened (Cameron et al., 1991; Greenhalgh & Rosenblatt, 1984) dalam Niehoff et al (2001;5).

Any opportunities that's given by management to the employee could give to ability on doing control theirself and create comfortable situation and also have sense of belonging to work environment as a place the employee work. The describe about work environment that's owned should to keep increased and improved continuously if it's possible should have improvement tools and infrasturcture, it's not because a need from a field, but an environment that could increase an atmosphere, atmosphere and good climate for an organization or employee by good arrangement that's well structured.

Result of research that's done to show an empirical evidence that performance their employee is very influenced by the comfortable of work environment that's well conditioned as a system which will influence to climate on achievement quality standard. The purpose from arrangement on this work environment is to increase employee performance, it'll be created work environment to comfortable so it could influence to motivation and the performance of employee would increase.

David McClelland who analyze about the three of human needs that's very important in the organization or company about their motivation. McClelland *theory of needs* focus to three things such as:

1. Need for achievement to success; an ability to achieve a relation to the standard of company that has been determined and also struggle of employee to towards a success.
2. Need for power; need to make people have behave on the reasonable state and wide on their duties.
3. Needs for affiliation; a desire to friendly and know someine more close to friend of work or the employees in the organization.

With the fulfillment of the three needs by employee, so the employee would have high motivation. At once it will understand some of principles on doing to increase a performancce that in finally it would be achieved the goal from the company. Bernardin & Russell (*Gomes*, 2003:142) to measure the level of employee performance could be seen from some important aspects such as:

1. Quantity of Work : amount of work that's done on one period which has been determined.
2. Quality if Work : quality of work that's achieved based on the terms suitability and readiness.
3. Knowledge of Work: the breadth of knowledge about a work and their skill.
4. Creativity : the originality of ideas that's showed and actions to completed issues which arise.
5. Cooperation: a willingness to have cooperation with the other or with fellow employee on the organization
6. Independence: a willingness to could be believed on the presence and complete a work.
7. Initiative : a spirit to do new works and on enlarge their responsibility.
8. Personal Quality : it concerns to personality, leadership, hospitality and personal integrity.

With the fulfillment of aspects that's called above, so the employee in Politeknik LP3I Bandung is expected could have a want to more increase work achievement, they has given a chance by a policy in Politeknik LP3I Bandung on an effort to increase and develop their self to produce employee who have quality that's expected by doing that things could produce an employee who have good achievement so they could give their contribution to the occupation that could increase best employee performance so the goal of Politeknik LP3I Bandung could be reached based on duties and responsibility that has been charged to the employee in Politeknik LP3I Bandung.

## CONCLUSION

1. Organization structure in Politeknik LP3I Bandung stand on good category with the average score around 3.72. It show that respondents give thebest score to controlling function on organization structure in Politeknik LP3I Bandung.
2. Work environment in Politeknik LP3I Bandung stand on on good category with the average score around 3.78. It show that respondents give the best score to physical environment and the non physical environment.
3. Motivation in Politeknik LP3I Bandung stand on good category with the average score around 3,94. It show that respondents give the best score to Motivation to the needs of achievement and needs to affiliation in Politeknik LP3I Bandung.

4. Work performance in Politeknik LP3I Bandung stand on good category with the average score around 3,93. It show that respondents give the best score to employee performance that's available in Politeknik LP3I Bandung.
  5. Organization structure have influence to employee performance in Politeknik LP3I Bandung with amount of influence 20.40%.
  6. Work environment have influence to employee performance in Politeknik LP3I Bandung with amount of influence 20,40 %.
  7. Motivation have influence to employee performance in Politeknik LP3I Bandung with amount of influence 32,20 %.
- Organization structure, work environment, Motivation have influence to employee performance in Politeknik LP3I Bandung with amount of influence 73,00%.

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