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Research Article

WORK MOTIVATION ANALYSIS: PREDICTOR OF CORPORATE CULTURE AND HUMAN RESOURCE DEVELOPMENT

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ABSTRACT

This study aims to analyze the influence of corporate culture and human resource development (HR) on work motivation. The design of this research method is descriptive quantitative and quantitative verification with survey using questionnaire instrument. The population of this study amounted to 2844 employees residing in 6 retail companies spread across Indonesia. The sample size using Slovin method amounted to 351 respondents. This study used multiple regression analysis with SPSS 23.00 analysis tool. Before the first regression analysis done the validity and reliability and classical assumptions, after all meet the new criteria followed by regression analysis. This analysis continued with determination analysis (R Square), partial hypothesis test (t test) and hypothesis test simultaneously (F test). The results of this study show the corporate culture and HR development have a positive and significant impact on work motivation either partially or simultaneously.

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INTRODUCTION

In an organization the role of Human Resources (HR) is very important and major in the implementation of corporate activities that are profitable (profit oriented) as well as retail business. Whether or not a business depends on the resources that exist in an organization or company. If human resources sufficient and in accordance with the needs of a company then certainly business will go forward and continue to grow, otherwise if the human resources are not in accordance with the needs of business activities, it can certainly affect the smooth running of business activities conducted either short, medium, As well as long term and ultimately will result in ups and downs level of productivity and profit in a company (Yuswani, W, 2016).

Human resource management aims to improve the effectiveness of human resources in the organization, thus forming an effective work unit. To achieve this goal, companies need to evaluate matters relating to issues that can provide motivation, passion and a desire to work better, which ultimately contribute positively to the company.

Increasing employee motivation is a duty and responsibility of human resource management. This causes human resource managers to implement strategic measures. These steps include establishing a good organizational culture and providing career

opportunities, creating a conducive working environment, and so on.

As explained by Winardi (2004), "Motivation to work is a term used in the field of organizational behavior to explain the strengths that exist in an individual, which causes the emergence of level, direction, and persistency of work done in terms of work".

Sujak in Brahmasari, I.A., and Suprayetno, A (2008) suggest that understanding motivation, both within the employee and coming from the environment will be helpful in improving performance. In this case a manager needs to direct the motivation by creating the condition (climate) of the organization through the formation of a work culture or corporate culture so that employees feel encouraged to work harder to achieve high performance.

Corporate culture is the values and spirit that underlie how to manage the company and organize the company. It is affirmed that a strong corporate culture will have a competitive nature. Strong culture will guide behavior and give meaning to organizational activities, this is a very meaningful support in achieving the success of the organization. A strong organizational culture is essential in encouraging employee motivation. Organizational culture prevailing in the shelter company will greatly affect employee work motivation (Yuswani, W, 2016).

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Several studies have also proved that strong culture can influence work motivation, such as research conducted by Yuswani (2016), Ernanto, Baga, and Sunarti (2015), and Daniswara, Musadieq, and Iqbal (2016). Where the results of his research suggests if an organization has a strong culture it will be able to encourage motivation work.

Corporate culture is a factor that can affect the creation of employee motivation. Even today the corporate culture is seen as part of an organization or community and is considered important as part of the company (Darmadi and Gustomo, 2012). Furthermore, Putranto (2012) describes a strong organization / corporate culture will affect every behavior of his workers. Conversely, corporate culture that is not conducive can lead to low employee motivation in the company (Ernanto, B., Baga, L.M., and Sunarti, E., 2015).

In addition to taking into account the existing culture in the company, as for other important factors in an effort to improve human resources is by doing human resource development in an organization. Human Resource Development becomes very important because the development of human resources can motivate the employees better so as to achieve good work performance as well (Martina, S., and Syarifudin, D., 2014).

Human resource development is a formal approach by the organization to ensure that people within the organization have the appropriate qualifications, abilities, and experience when needed (Regina, 2013). Career planning and career development within the organization will improve employee's motivation to perform their work, thus creating a sense of satisfaction in doing their work (Dewi and Utama, 2016).

In addition, some studies that have been done before also suggested if the development of human resources can be done well it will be able to increase work motivation. Among them are research conducted by Kurniawan (2012), Martina and Syarifudin (2014) and Zahra and Gunawan (2015).

Based on the background and problems, the objectives of this research are

1. Analyzing the influence of corporate culture on work motivation partially.
2. Analyzing the influence of human resources development on work motivation partially.
3. Analyze the influence of corporate culture and human resource development on work motivation simultaneously.

LITERATURE REVIEW

Work Motivation

Everyone in doing a certain action must be driven by a certain motive. Motivation usually arises because of the need that has not fulfilled the goals achieved, or because of the desired expectations. Work motivation is a combination of complex psychological forces within each person (Wibowo, 2014).

Motivation is a process that explains the strength, direction and persistence of a person in an effort to achieve goals. Robbin and Judge (2015) define motivation as a process that explains one's strength, direction, and perseverance in an effort to achieve its goals. Since the motivation in general is related to

the effort toward each goal, we narrow the focus to the organization's goal of work-related behavior.

As for one of the known theories of motivation is the theory of two-factor motivation developed by Herzberg, motivation is basically divided into two factors, namely intrinsic and extrinsic. Where intrinsic factors are associated with job satisfaction, while extrinsic factors are associated with dissatisfaction. That is, the impulse within a person to do something comes about because there are intrinsic factors. While relating to the fulfillment of self-satisfaction is called the extrinsic factor (Robbin and Judge, 2015).

Based on Herzberg's two factor motivation theory, there are two dimensions in the motivation variable:

1. Intrinsic Motivation. A factor that drives employees to be motivated, that is, the driving force that arises from within each person. In his work the usual motivator concerns the nature of work itself and how challenging the work. The motivational factors associated with the job content include success, recognition, challenging work, improvement and growth in work.
2. Extrinsic Motivation. This factor is typically associated with the physical and psychological context in which the work is carried out. Pleasant working conditions, large or small salary wages, good relationships with co-workers, effective oversight and administrative policies of the company.

Corporate Culture

Corporate culture is a system of values that perceived meaning by all employees in the company. In addition to being understood, the whole range believes in these values systems as the basis of organizational motion (Robbins in Djokosantoso, 2003). According Djokosantoso (2003), corporate culture is a system that is believed by all employees and that is studied, applied, and developed continuously, serves as a package system, and can be used as a reference behave in the organization to create company goals have been established. Corporate culture is the value of trust, attitudes and behaviors held by members (Eugene McKenna and Nic Beech, 2000).

Organizational culture is concerned with how employees understand the cultural characteristics of an organization, and are not related to whether employees like the characteristics. Organizational culture is a descriptive attitude, not like a more evaluative job satisfaction.

Culture implies the existence of certain dimensions or characteristics that are closely related and interdependent. Robbin and Judge (2015) stated that organizational culture has several characteristics, among others:

1. Innovation and courage to take risks. The extent to which employees are encouraged to be innovative and risk-taking.
2. Attention to the details. The extent to which employees are expected to exercise precision, analysis, and attention to detail.
3. Orientation of results. The extent to which management focuses more on results than on the techniques and processes used to achieve these results.

4. Orientation of people. The extent to which management decisions take into consideration the effect of such outcomes on those within the organization.
5. Team orientation. The extent to which work activities in the organization on the team rather than on individuals.
6. Aggressiveness. The extent to which people are aggressive and competitive rather than relaxed.
7. Stability. The extent to which organizational activities emphasize the preservation of the status quo in comparison with growth.

Human Resource Development

The development of human resources has a vital role in the effort to direct, encourage, motivate the improvement / development of skills and skills of employees who are implemented in their work to achieve the effectiveness of human resources in the organization (Lee and Bruvold, 2003). The development of human resources for employees is a process of learning and practicing systematically to improve their competence and performance in their present work and to prepare themselves for future roles and responsibilities (Ruky, 2006).

Human resource development aims to produce a logically and comprehensively related framework for developing an environment where employees are encouraged to learn to grow (Sedarmayanti, 2008). Development is an effective way to deal with some of the challenges facing many large organizations. These challenges include employee obsolescence, sociotechnical changes and labor turnover. The ability to overcome these challenges is a critical determinant of the success of the personnel department in maintaining effective human resources (Handoko, 2008).

Development is the preparation of individuals to assume different or higher responsibilities within the organization (Simamora, 2006). Development is usually associated with the improvement of intellectual or emotional skills needed to better align the work. Development stands on the fact that an employee will need the knowledge, skills, and abilities that evolve to work well in the succession of the position undertaken during his career. The long-term career preparation of an employee for this set of positions is what employees development is about.

Employee development aims and benefits for companies, employees, consumers, or the public who consume goods / services produced by the company. According Tohardi (2002) development goals are:

1. Productivity. With the development, employee productivity will increase, quality and quantity of production will be better, because technical skill, human skill and managerial skill of employees will be better.
2. Efficiency. Development of employees to improve the efficiency of human resources, time, raw materials and reduce the wear of machines. Wastage is reduced, production costs are relatively small so that the competitiveness of companies getting smaller.
3. Damage. Employee development aims to reduce the damage of goods, production and machinery because employees are increasingly skilled and skilled in carrying out their work.

4. Accidents. Development aims to reduce the rate of employee accidents, so the amount of medical expenses that companies spend reduced.
5. Ministry. Development aims to improve the better service of employees to corporate customers, because better service delivery is a crucial pull for the partners of the company concerned.
6. Moral. With the development, employee morale will be better because the skills and skills in accordance with their work so that the brand enthusiastically finish the job well.
7. Career. With development, the opportunity to improve employee careers is greater, because skills, skills and job performance are better, scientific promotion is usually based on one's skill and work performance.
8. Conceptual. With development, managers will be more competent and faster in making better decisions, because technical skills, human skills and managerial skills better.
9. Leadership. With development, leadership of a manager will be better, human relations more broadly, motivation more focused so that coaching vertical and horizontal cooperation more harmonious.
10. Reply Services. With development, payroll (salary, wage, intensive and benefit) employees will increase because of their greater job performance.
11. Consumers. Employee development will provide better benefits for the consumer community as they will acquire more quality goods or services.

Conceptual Framework

Increasing employee motivation is a duty and responsibility of human resource management. This causes human resource managers to implement strategic measures. These steps include establishing a good organizational culture and providing career opportunities, creating a conducive working environment, and so on.

Corporate culture is a factor that can affect the creation of employee motivation. Even today the corporate culture is seen as part of an organization or community and is considered important as part of the company (Darmadi and Gustomo, 2012). Furthermore, Putranto (2012) describes a strong organization / corporate culture will affect every behavior of his workers. Conversely, corporate culture that is not conducive can lead to low employee motivation in the company (Ernanto, B., Baga, L.M., and Sunarti, E., 2015).

Several studies have also proved that strong culture can influence work motivation, such as research conducted by Yuswani (2016), Ernanto, Baga, and Sunarti (2015), and Daniswara, Musadieq, and Iqbal (2016). Where the results of his research suggests if an organization has a strong culture it will be able to encourage motivation work.

In addition to taking into account the existing culture in the company, as for other important factors in an effort to improve human resources is by doing human resource development in an organization. Human Resource Development becomes very important because the development of human resources can motivate the employees better so as to achieve good work performance as well (Martina, S., and Syarifudin, D., 2014).

Some research that has been done before also suggests if the development of human resources can be done well it will be able to increase work motivation. Among them are research conducted by Kurniawan (2012), Martina and Syarifudin (2014) and Zahra and Gunawan (2015). Based on the background, relevant theoretical and research studies, the conceptual framework of this study is as shown below.

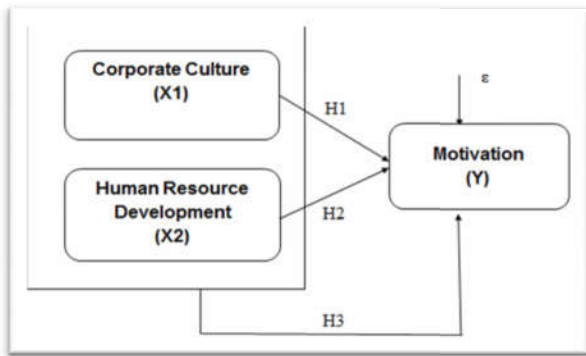


Figure 1 Conceptual Framework

Research Hypothesis

Pursuant to research purpose hence this research hypothesis is:

1. Corporate culture effect on the motivation of work partially.
2. Human resource development effect on work motivation partially.
3. Corporate culture and human resource development effect on the simultaneous work motivation.

RESEARCH METHODS

The design of this research method is descriptive quantitative and quantitative verification with survey using questionnaire instrument. The unit of analysis of this research is 6 retail companies spread all over Indonesia which amounted to 2844 employees. The sample size using Slovin method is 351 respondents Quantitative analysis method, with analytical tools with multiple linear regression, the equation $Y = a + b_1 X_1 + b_2 X_2 + e =$, where Y is the work motivation variable, β_1 and β_2 coefficient of corporate culture variable (X_1) And human resource development (X_2). Before the first regression analysis done the validity and reliability and classical assumptions, after all meet the new criteria followed by multiple linear regression analysis. SPSS version 23.0 program data analysis tool. After analyzed by multiple linear regression, followed by test of determination analysis (R Square), partial test of hypothesis (t test) and simultaneously (F test) with 5 percent error tolerance level. Before multiple linear regression process in the first test instrument (questionnaire) with validity and reliability test and classical assumption.

RESULT AND DISCUSSION

In general the choice of respondents to the questionnaire distributed in 6 retail companies spread across Indonesia responded agree and strongly agree on the items of the questionnaire. This shows that corporate culture, human resource development and employee motivation that has been implemented by the company has been running in accordance with the perception of respondents. The results of descriptive

statistics in the study by using tools SPSS 23.0 as follows: Based on research objectives and hypotheses, the results and discussion of this study are as in the tables and interpretations below.

Table 1 Descriptive Statistics of Research Variables

		X1_Corporate_Culture	X2_Human_Resource_Development	Y Motivation
N	Valid	351	351	351
	Missing	0	0	0
	Mean	4.1736	4.1477	4.0268
	Std. Error of Mean	.01561	.02192	.02148
	Median	4.1429	4.0000	4.0000
	Mode	4.14	4.50	4.00
	Std. Deviation	.29242	.41071	.40245
	Variance	.086	.169	.162
	Range	1.43	2.83	2.30
	Minimum	3.36	2.17	2.70
	Maximum	4.79	5.00	5.00
	Sum	1464.93	1455.83	1413.40

Source: Output SPSS under 23.00

Before assessing the criteria of research variables in advance will be made scoring criteria. With the highest number of scores is 5, and the lowest number of scores is 1.

Classification of respondents score for research variables can be described in the stages of weighting scores with a score range $5 - 1/5 = 0.8$, as follows:

Table 2 Respondents Response Criteria

Skor	Corporate_Culture	Human_Resource_Development	Motivation
1 - 1,7	Very weak	Very Bad	Very Low
1,8 - 2,5	Weak	Bad	Low
2,6 - 3,3	Strong Enough	Good Enough	High Enough
3,4 - 4,1	Strong	Good	High
4,2 - 5	Very Strong	Very Good	Very High

Description of Corporate Culture Variables (X_1)

Descriptive results of Corporate Culture variables as shown in Table 1 above obtained an average value of 4.1736, including the range 3.4 - 4.1 are on the Strong criteria. This shows that the culture that existed in 6 retail companies conducted research, has a strong culture, so as to increase employee motivation.

Description of Human Resource Development Variables (X_2)

Descriptive results of HR development variables as shown in Table 1 above obtained an average value of 4.1477, including the range 3.4 - 4.1 are on Good criteria. Explaining that the development of human resources implemented by the company has been going well, so that it can motivate themselves better with employees to achieve good work performance.

Description Variable Motivation (Y)

Descriptive result of motivation variable as seen in Table 1 above obtained the average value of 4,0268 including in range 3,4 - 4,1 are in High criterion. Explaining that employees have high work motivation in carrying out their work, so that employees are able to provide good work performance as well. Results from the interpretation of the summary model, Coefficients, and Anova from the output of quantitative analysis of Multiple Linear Regression as below. A good multiple linear

regression equation model and can be passed to the next analysis are those that meet the requirements of classical assumptions, including all normal distributed data, no correlation between independent variables via multicollinearity test, and the model must be free from Heteroscedasticity. From the previous analysis it has been proved that the equation model proposed in this study has met the requirements of the classical assumption so that the equation model in this research is considered good. Multiple linear regression analysis is used to test the partial and simultaneous hypothesis of independent variables on the dependent variable. Based on multiple linear regression coefficients with SPSS 23.0 program obtained results such as Table 3 below:

Table 3 Coefficients

Model	Coefficients ^a		t	Sig.	
	Unstandardized Coefficients				
	B	Std. Error			
(Constant)	6.918	2.411	2.870	.004	
1 X1_Corporate_Culture	.194	.045	.197	4.314	.000
X2_Human_Resource_Development	.886	.075	.542	11.883	.000

a. Dependent Variable: Y_Motivation

Source: Output SPSS under 23.00

From Table 3 above we get the result of multiple linear regression equation: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e = 6.918 + 0.194X_1 + 0.886 X_2 + e$. Information: Y = Motivation; X₁ = Corporate Culture, dan X₂ = Human Resource Development. From this equation can be interpreted: 1) Corporate Culture and Human Resource Development variables have a coefficient direction marked positive for motivation; 2) Constant value of 6,918 indicates if Corporate Culture and Human Resource Development are constant or constant, then Motivation value is 6,918; 3) The value of regression coefficient of Corporate Culture variable to Motivation variable is 0.194 meaning that if the corporate culture is increased by one unit, it will increase the employee's motivation value of 0.194, or in other words if the corporate culture can be increased the quality of 100 scale, then it Will be followed by an increase in employee work motivation of 100 scales; 4) The value of regression coefficient of variable of human resource development toward work motivation variable is 0,886 means that if the development of human resources is increased by one unit, it will increase employee's motivation value equal to 0.886, or in other words if the development of human resources can be increased the quality of 100 scale, It will be followed by an increase in employee work motivation of 100 scale.

Results of Determination Analysis (R²)

To see the total influence of Corporate Culture (X1) and Human Resource Development (X2) variables on Motivation (Y) can be seen from the coefficient of determination R2 as shown in Table 4 below:

Table 4 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	.432	.429	3.041

a. Predictors: (Constant), X2_Human_Resource_Development, X1_Corporate_Culture

Source: Output SPSS under 21.00

R value of 0.658 shows a double correlation (Corporate Culture and Human Resource Development) with Motivation. Considering the variation of R Square value of 0.432 which shows the role or contribution of Corporate Culture and Human Resource Development variables able to explain the motivation variable of 43.2 percent and the remaining 56.8 percent is influenced by other factors not revealed in this model.

Partial Effect Test Result (t test) and Simultaneous Influence (F test)

Hypothesis testing aims to explain the characteristics of certain relationships or differences between groups or independence of two factors or more in a situation, (Hapzi, Ali, and Lima, N., 2013: 72). The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypothesis one and two of this study.

Table 5 Test Result t (Partial)

Model	t	Sig.
(Constant)	2.870	.004
1 X1_Corporate_Culture	4.314	.000
X2_Human_Resource_Development	11.883	.000

Source: Output SPSS under 23.00

The Influence of Corporate Culture on Work Motivation

From result of regression test in Table 5 above by using SPSS 23.0 obtained value t count variable of Corporate Culture (X₁) 4,314, with significance value equal to 0.000, because of significance level <0.05 (0.000 <0.05) it can be concluded that Corporate Culture (X₁) Effect on Motivation (Y). This means there is a linear relationship between Corporate Culture (X₁) with Motivation (Y).

The results of this study show the same results with research conducted by Yuswani (2016), Ernanto, Baga, and Sunarti (2015), and Daniswara, Musadieq, and Iqbal (2016). Where the results of his research suggests if an organization has a strong culture it will be able to encourage motivation work.

Corporate culture is the values and spirit that underlie how to manage the company and organize the company. It is affirmed that a strong corporate culture will have a competitive nature. Strong culture will guide behavior and give meaning to organizational activities, this is a very meaningful support in achieving the success of the organization. A strong organizational culture is essential in encouraging employee motivation. Organizational culture prevailing in the shelter company will greatly affect employee work motivation (Yuswani, W, 2016).

Influence of Human Resource Development To Work Motivation

Furthermore from the results of regression test in Table 5 above also obtained value t arithmetic variable Human Resource Development (X₂) of 11,883, with a significance value of 0.000, due to the significance level <0.05 (0.000 <0.05) it can be concluded that Human Resource Development (X₂) Effect on Motivation (Y). This means there is a linear relationship between Human Resource Development (X₂) with Motivation (Y).

These findings support the opinion of Robbins (2002) and Price (2003) who argue that human resource development will have an effect on employment motivation if human resource development is systematically implemented, meaning that efforts are made to maximize the potential of employees within the organization, devote time, And thought to improve the critical competencies of employees. It can motivate employees, improve their skills and show that employees are valuable to the organization. These findings also support the results of the Youndt *et al.* (1996) suggesting that investment in human resource development represents a high-commitment strategy affecting employee satisfaction and motivation.

Some research that has been done before also suggests if the development of human resources well done it will be able to improve work motivation. Among them are research conducted by Kurniawan (2012), Martina and Syarifudin (2014) and Zahra and Gunawan (2015).

The Influence of Corporate Culture and Human Resource Development Towards Work Motivation

To answer the third hypothesis that Corporate Culture and Human Resource Development affect the motivation of work simultaneously can be seen from Table 6 below.

Table 6 Anova

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	2450.726	2	1225.363	132.509	.000 ^b
	Residual	3218.100	348	9.247		
	Total	5668.826	350			

a. Dependent Variable: Y_Motivation
b. Predictors: (Constant), X2_Human_Resource_Development, X1_Corporate_Culture

Source: Output SPSS under 23.00

From Anova or F test using SPSS 23.0 we get Fcount of 132.509 with p-value probability 0.000, because the level of significance is much more <0.05 (0.000 <0.05) Therefore H0 is rejected and H1 accepted, so it can be concluded that The null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted it means that the variables of Corporate Culture and Human Resource Development together significantly influence the employee's motivation variable.

This means that the stronger the existing culture within an organization and also supported the development of good human resources, it will increase employee motivation in carrying out its duties. Because a strong culture will basically be able to guide behavior and give meaning to organizational activities, it is a very meaningful support in achieving organizational success. In addition Human Resource Development will affect the work motivation if human resource development is implemented systematically, it means the effort to maximize the potential of employees in the organization, devote the time, cost, and thought to improve the important competencies possessed by the employees. It can motivate employees, improve their skills and show that employees are valuable to the organization (Robbins, 2002; Price, 2003). Youndt *et al.* (1996) suggest that investment in human resource development represents a high-commitment strategy that affects employee motivation.

CONSLUSSION AND SUGESTION

Conclusion

Based on the results and discussion then the conclusions of this study are:

1. There is a strong organizational culture influence on work motivation. The results of the analysis revealed that the dimensions of Innovation and risk taking are the dimensions that most reflect Corporate Culture variables. This provides an understanding that Innovation and risk taking greatly impact the employee's work motivation on the organization
2. There is influence of human resources development on work motivation. The result of analysis is known that the dimension of mutation / transfer is the dimension that most reflects the variable of human resource development. This provides an understanding that mutations / transfers greatly affect the employee's work motivation in the organization.
3. There is the influence of corporate culture and human resource development together on work motivation. However, the contribution of these two variables to Job Motivation is only 43.2%. This shows that there are other dominant variables that affect Job Motivation, such as job satisfaction, reward, competence, commitment and others.

Sugestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

1. Although simultaneously corporate culture and HR development have a significant effect on Work Motivation, but the contribution of these two variables is only 43.2%. This means that further research is needed to find other variables that are more dominant influence (56,8%) to work motivation of employee, thus increasing horizon and wider knowledge horizon.
2. Companies need to reconsider other factors that affect employee motivation, such as work environment, reward, job satisfaction or organizational commitment in the form of making employee questionnaires to determine the most dominant factors in influencing employee work motivation.
3. Always motivate through enhancement of human resource development, as well as corporate culture in accordance with the times that enable employees to improve their work motivation.

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