

# The Performance Improvement of Batik Craftsmen-based on Organizational Culture, Work Motivation, and Work Satisfaction Factors

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**Abstract.** The Batik business unit, according to sub-department head of the handicraft and clothing industry, the ministry of industry and trade had 21.600 units in 2005. Meanwhile, in 2011, the units increased to 39.600 units. The rapid development of Batik forces the SMEs of Batik (small and medium-sized enterprises of Batik) to have a superior ability to compete with other Batik Craftsmen. This research aims to know the effect of organization culture on the motivation, the work satisfaction, and the worker's performance in Batik industry in Kampong Batik Laweyan Surakarta Indonesia. The samples utilized are 133 respondents. This research utilizes Structural Equation Modelling method with AMOS software. The data type and the data source are the primary data which was obtained by giving questionnaire to the employees of SMEs of Batik in Laweyan. The respondents include 79 men and 54 women. The employees of SMEs of Batik range between the ages of 22-31 years old as many as 20 people, of 32-41 years old as many as 41 people, of 42-51 as many as 39 people, and the ages more than 51 years old as many as 33 people. The result shows that the organization culture variable affects the worker's performance variable, the motivation variable affects the worker's performance variable, and the work satisfaction variable affects the worker's performance variable.

**Keywords:** Batik, Organization Culture, Motivation, Performance, Work Satisfaction.

## 1 Introduction

Batik is one of the cultural heritages which becomes the characteristic of Indonesia. According to Sub-Department Head of the Handicraft and Clothing Industry the Ministry of Industry and Trade, there were 21.600 units of the Batik business unit in 2005 while in 2011, the units increased to 39.600 units [1]. In addition, some data show that the Central Java Province contribute 30-35% in National export. The famous Batik producer located in Solo is Kampong Laweyan and Kauman. Kampong Laweyan is one batik industries center which is unique, specific, and historic located in the south of Solo. The application of ergonomics in the work place, generally, is an effort in evaluating and improving the individual aspect of worker and the activities. The macro ergonomic approach is a solution to solve problems in improving worker's performance productivity [2].

The organization culture can affect the attitude and behavior of the member of organization in which it determines the performance of the member and the organization [3]. The

organization culture not only improves an organization's performance but also creates good image of organization in a society. The success of an organization can be determined by the human resources' ability to perform the best performance of every member. The quality of the human resources could be achieved only if the work satisfaction and the worker's motivation is well fulfilled which improves the worker's performance [4]. Motivation deals with a way to direct the worker's potential so that workers can cooperate productively to achieve and actualize the goal of SMEs [5]. SMEs needs to create a conducive condition that provides convenience for the workers and to fulfill the workers' needs so that the workers' motivation is improved in order to achieve the SMEs missions and visions [6].

There are three dimensions to actualize the continuity of Batik industry: environmental, socio-cultural, and economical dimensions [7]. Culture is a value system which is embedded in every person and is believed as the basis for the organizational movement [8]. Riniwati [9] explains that human sources are affected by cultural factor in doing every activity in an organization. The other factors affect the human sources are factor of mission, size, and operational organization. All of the factors are the internal factors of the organization. Environment has a role to shape the attitude of human in every aspect. This role works together with other factors such as religion, culture, belief, individual knowledge, information media, institution, residence, and self-management [10]. The work environment can be physical and non-physical environment. The physical work environment is all of the physical things that directly or indirectly affect the employees. The indicators of the physical environment can be a room, air circulation, and hygiene. The non-physical environment can be a colleague, personal relations of employees, communication pattern of employees, and communication pattern between the employees and the employer [11].

The good performance of the Batik craftsmen becomes the main key for the improvement of Batik industry. The good performance of workers can be seen through the outcome improvement in a certain period [12]. It can be determined by the worker who is responsible, risk taker, has a clear goal, has a work plan, utilizes feedback for the event, commit to actualize the plan [13]. A performance is better referred to an activity of doing a work including the result obtained by all of the performance [14]. Moreover, the workers' performance will directly affect the company's performance since the result gives a strong effect on the organization strategic, the customers' satisfaction, and the economical contribution. Therefore, the company's performance is the efficient and effective level, the innovation to achieve goals for the management and the divisions in an organization. The manager's role becomes important. The flexibility in business management has a significant effect on the performance than the responsiveness. The competitive condition can be actualized by improving the organization's performance through the management of each central competency dimension which is shared vision, cooperation, and empowerment [15].

Previous studies have shown that national culture is quite influential in the relationship between strategy and management control systems [16]. In addition, there are studies that provide findings that the industry mapping model, role, and improvement from the point of view of the creation of a decent value consisting of five functional and complete work organs namely operation, coordination, integration, intelligent, and brain. This operation represents the executive system: the company (Kauman batik cluster, Laweyan batik cluster, Solo traditional market, and travel agents), research and financial institutions (Canting Kakung Community and Central Java Bank), and universities (Sebelas Maret State University and Batik). This coordination is a reciprocal assistance from a convergent understanding between the Surakarta Batik Entrepreneurs Union (PPBS) operating system, the Batik Laweyan Village Development Forum (FPKBL), and the Kauman Batik Tourism Village Association (PKWBK). The

remaining organs are focused on the government of the Surakarta Culture and Tourism Office as an integration, the Surakarta Regional Government as intelligence, and the Ministry of Tourism and Creative Economy as the brain [17]. Whereas in research on job satisfaction in batik crafts, the results of research on selling prices are higher because they use environmentally friendly natural dyes which are managed or anticipated in terms of various qualities acceptable to consumers; supporting factors for the development of the Trusmi Batik market with natural dyes many consumers are interested in Trusmi Batik which is proven to be environmentally friendly and a solution to the constraints of the increasing number of Labo Hospitals who are reluctant to work on batik colored with natural dyes which, in this case, Batik Trusmi UKM provide input for workers who batik with natural dyes are quickly sold in the market [18].

In this study the analysis method that will be used is using Structural Equation Modeling (SEM), which can find the magnitude influence between independent and dependent variables. This research tries to discover which variables mostly affecting the improvement of workers' performance in SMEs of Batik so that the SMEs can do an improvement in its work system. The limitation of this research is that the data was collected by giving questionnaire, the SMEs researched are those which focus on Batik producing, the samples utilized are 100 employees in 11 SMEs of Batik. Therefore, the aims of this research is provide a description about the causal relationship between the organization culture variable, the motivation, the work satisfaction, and the workers' performance in Batik industry in Kampong Laweyan. Furthermore, this research also finds out which of the variables that could affect the improvement of the workers' performance as well as the suggestions for the improvement of SMEs of Batik in Kampong Laweyan.

## **2 Research Method**

The object research utilized is the SMEs of Batik Laweyan industry located in Jl. Dr. Rajiman No. 521 Surakarta 57148. The samples utilized are 11 SMEs including Batik Merak Manis, batik Gress tenan, batik Pandon, batik Anugerah, batik Intan, batik Mahkota, batik Ogut, batik Putra Laweyan, batik Tunaruntum, batik Cempaka and batik Puspa Kencana. The method utilized to collect data is observation, interview, questionnaire and reference. Meanwhile, the method used in analyzing data is Structural Equation Modelling (SEM).

## **3 Results and Discussion**

The respondents were categorized into three criteria which are gender, age, and education. The questionnaire shows that there are 79 men respondents with percentage of 59%, 54 women respondents with percentage of 41%. Besides, the majority of the employees in SMEs of Batik are in the range of 31 until 41 ages with 31%, 42 until 51 with 29 %, more than 51 ages with 25%, and between 22 and 31 ages with 15%. The education level of the employees in SMEs Kampong Batik Laweyan consist of elementary school graduates as much as 53 people, Junior High School graduates as much as 48 people, Senior High School graduates as much as 23 people, others is 5 people, bachelor degree as much as 4 people. The output of the data analysis using AMOS version 22 software can be seen in the picture below.

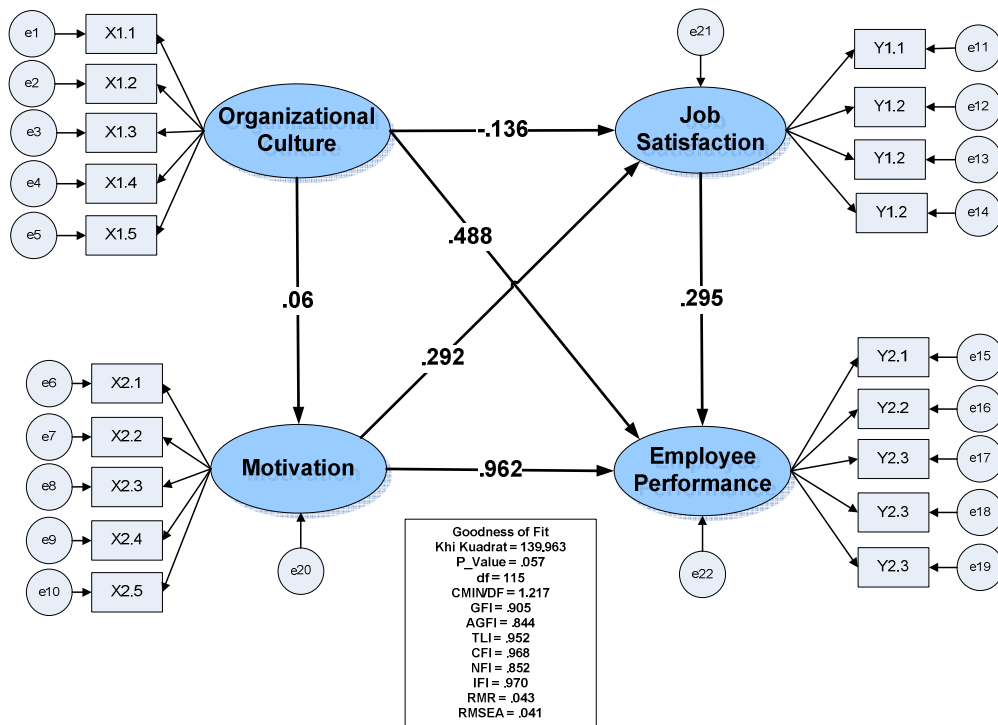


Fig. 1. Modelling Processing Output using AMOS.

Based on the output in Fig. 1, the relationship between motivation and workers' performance has the highest value among the relationship of other variables with an estimated value of 0,672. The relationship between organization culture variable and the workers' performance is in the second place with an estimated value of 0,488. The third place is the relationship between work satisfaction variable and the workers' performance with an estimated value of 0,295. The fourth place is the relationship between motivation and the work satisfaction with an estimated value 0,292. The fifth place is the relationship between organization culture and motivation with an estimated value of 0,06 while the relationship between the organization culture and the work satisfaction has -0,136 estimated value.

The data processing result shows that the motivation variable has an important role in improving the workers' performance so that when the workers' motivation is fulfilled, the workers' performance would also increase. Furthermore, the organization culture has significant role in improving the workers' performance.

Table 1. The Goodness of Fit Criteria

Indicator	Model Value Result	Cut Off Value	Information's
		< 141,03	
Chi-Square	139,963	where is Chi-Square for df = 115; 5 % significant level	Good Model
Probability	0,057	≥ 0,05	Good Model
RMSEA	0,041	< 0,08	Good Model

GFI	0,905	> 0,90	Good Model
AGFI	0,844	> 0,90	Good Model
TLI	0,952	> 0,95	Good Model
CFI	0,968	> 0,95	Good Model

Source: Data Processed, 2019.

The more organization culture is understood, the more workers' performance increase and the workers will be more responsive in facing the changing in the work environment. After knowing the estimated value, the analysis of criteria test Goodness of Fit is conducted. The output of the data processing can be seen in Table 1.

Based on the data processing, the model and data is fit so that the hypothesis form the tested model can be conducted. The next stage is conducting the analysis test on the research hypothesis. The hypothesis of this research is explained below.

- H0 : No influence
- H1 : There is an influence of organization culture with motivation.
- H2 : There is an influence of organization culture with the work satisfaction.
- H3 : There is an influence of motivation with the work satisfaction.
- H4 : There is an influence of organization culture with the workers' performance.
- H5 : There is an influence of motivation with the workers' performance.
- H6 : There is an influence of the work satisfaction with the workers' performance.

The hypothesis is accepted if the value of CR > the value of T-Table and the significance is less than 0,05. The value of T-Table with the degree of freedom which is 115 in the significance level of 5% is 1,65821.

**Table 2.** Output Regression Weight

Correlation Between Variables			Estimate	S.E.	C.R.	P
Y1	<--	X1	0,06	0,044	1,345	0,179
Y2	<---	X1	-0,136	0,17	-0,802	0,423
Y2	<---	Y1	0,292	0,313	0,934	0,35
Y3	<---	Y1	0,762	0,389	1,959	0,05
Y3	<---	X1	0,488	0,157	3,104	0,002
Y3	<---	Y2	0,295	0,095	3,092	0,002

Sources: Data Processed, 2019.

Based on the Table 2, the hypothesis can be conducted as below:

- a) H<sub>0</sub> is accepted and H<sub>1</sub> is rejected. This is proven based on the results of the value CR of organization culture is 1,345 < 1,65821 (T-Table) with a probability value of 0,179 < 0,05, and an estimated value of 0.06. Therefore, it can be concluded that the organization culture has no significant effect towards the motivation. The results of this study discuss with previous research that discusses the national culture that quite influences the relationship between strategy and management control systems. This explains the organizational culture which provides several important
- b) H<sub>0</sub> is accepted and H<sub>2</sub> is rejected. This is proven based on the results of the value CR of organization culture is -0,802 < 1,65821 (T-Table) with a probability value of 0,423 > 0,05, and an estimated value of -0,136. Therefore, it can be concluded that the organization culture has no significant effect towards the work satisfaction.

- c)  $H_0$  is accepted and  $H_3$  is rejected. This is proven based on the results of the value CR of organization culture is  $0,934 < 1,65821$  (T-Table) with a probability value of  $0,35 > 0,05$ , and an estimated value of 0,292. Therefore, it can be concluded that the motivation has no significant effect towards the work satisfaction.
- d)  $H_0$  is rejected and  $H_5$  is accepted. This is proven based on the results of the value CR of organization culture is  $1,959 > 1,65821$  (T-Table) with a probability value of 0,05, and an estimated value of 0,762. Therefore, it can be concluded that the motivation has significant effect towards the workers' performance.
- e)  $H_0$  is rejected and  $H_4$  is accepted. This is proven based on the results of the value CR of organization culture is  $13,104 > 1,65821$  (T-Table) with a probability value of  $0,002 < 0,05$ , and an estimated value of 0,488. Therefore, it can be concluded that the organization culture has significant effect towards the workers' performance.
- f)  $H_0$  is rejected and  $H_6$  is accepted. This is proven based on the results of the value CR of organization culture is  $3,092 > 1,65734$  (T-Table) with a probability value of  $0,002 < 0,05$ , and an estimated value of 0,295. Therefore, it can be concluded that the work satisfaction has significant effect towards the workers' performance.

Based on the conclusion analysis through the Structural Equation Modelling (SEM) model with software AMOS, the researcher provides several suggestions to SMEs Batik Kampoeng Laweyan as follows:

- a. It is suggested for the owner of SMEs of Batik to improve the motivation of employees since the motivation affects the worker's performance. Thus, it is important to improve the motivation of the employees by, for example, giving enough reses time so that the employees will not be exhausted and stressful in working, giving good facilities so that the employees feel safe in working, being respect to the employees, conducting an event to create sense of family, and giving bonus in the form of increase in employee salaries for those who has creativity in improving their work.
- b. It is suggested for the owner of the SMEs to pay attention to the organization culture in improving the workers' performance. If the organization culture could be understood well by the employees, the culture of the SMEs will be strong which optimizes the workers' performance. The recommendations are training for employees on understanding organizational culture and direct interaction with employees to convey organizational culture.
- c. The owner of the SMEs is suggested to improve the work satisfaction variable to improve the workers' performance. Several things are suggested to be conducted such as giving freedom for the employees to do the work using their creativity, involving employees in making decisions or policies, giving the employees chance to share opinion so that the owner knows the problem face by the employees, and doing evaluation for the employees' work to know the standard of the employees. The performance assessment can be a standard for the employees to always improve their performance.

## 4 Conclusion

Many factors influence improved employee performance in the batik industry. Work motivation, cultural organization, and satisfaction of work influence employee performance.

However, organizational culture and motivation do not affect job satisfaction. More far unknown, motivation work has a greater impact than the culture of the organization.

Efforts to improve employee performance must pay attention to organizational cultural values and work motivation. This is to understand the differences in the characteristics of employees with one another. Besides, if the organizational culture and motivation for the can be applied to both, the employee will be responsive, innovative, and creative to produce a quality batik.

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