Employee Motivation Strategies to Improve Performance in The Sundanese Cultural Background Business Organization

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ARTICLE INFO	ABSTRACT
	Employee motivation strategies to improve performance in the Sundanese cultural background business organization, there are results of research conducted in the Sundanese cultural environment. This study seeks to examine factors that influence work motivation in an effort to improve performance both individually and organizations in employees in business organizations with a background in the Sundanese culture. This research is literature research, where the data collection comes from various journals and books analyzed according to existing problems. The result showed factors of motivation consisting of salary and social security, type of work, hope for a career, working complete, the role of managers, work environment, employee competence, and company policies have a positive and significant influence on the performance of employees at companies Sundanese cultural background. And there are several ways or strategies for a company manager in an effort to improve the work motivation of its employees so that the company's performance can be achieved according to expectations.

1. Introduction

The ethnic or ethnic group is a social group of people who identify themselves based on similarities that are passed down from generation to generation and these similarities are recognized in the form of language, culture, religion, behavior, and biological characteristics. Culture itself is a knowledge where people use their experiences to produce an attitude of self and social behavior, on the other hand, culture is a collection of knowledge, beliefs, arts, morals, laws, customs and habits acquired as members of a particular association or community (Luthans & Stajkovic, 2012 ; Riana, 2011). While culture is a form of human cultivation which includes various knowledge,

beliefs, arts, morals, laws, customs, and other abilities and habits obtained by humans as social beings (Swastiwi, 2019)

Sundanese is the culture of the people who live in the western region of the island of Java, but over time it has spread to various parts of the world. The Sundanese was the forerunner to the establishment of civilization in the archipelago, starting with the establishment of the oldest kingdoms in Indonesia, namely the Salakanagara and Tarumanegara kingdoms. Stephen Oppenheimer in his book entitled Sundaland explains that the Tatar Sunda/ Sunda Shelf (Sundaland) is the center of civilization in the world. From the beginning until now, Sundanese culture is formed as a noble culture in Indonesia. The meaning of the Sundanese word is very noble, namely light, brilliant, white, or clean. The meaning of the word Sunda is not only shown in appearance but also inwardly. Therefore, the Sundanese who are 'nyunda' needs to have a noble heart as well. This is what needs to be understood if you love and are proud of your Sundanese culture.

According to (Swastiwi, 2022), local culture is generally traditional in nature which is still maintained. Edi S. Ekadjati (2014) argues that Sundanese culture is a culture that lives and grows and develops among Sundanese people in general who live in West Java. This culture then grows and lives through interactions that occur continuously in the Sundanese community. In its development, Sundanese culture consists of belief systems, livelihoods, arts, kinship, discussions of science and technology, and customs. These systems give birth to values that have been embraced by the Sundanese people from generation to generation.

Ajip Rosyidi (2010) also explained that Sundanese culture was born from the manifestation of ideas and thoughts as well as activities carried out by previous people, either in the form of something abstract or in the form of material things that were carried out by a group of people who called themselves as Sundanese. From the above definition, it can be concluded that Sundanese culture is a culture that lives and grows in West Java which is upheld by the local community and is still preserved today.

Entering the era of globalization that is happening today, which is triggered by technological developments in all fields, has been able to more or less influence the Sundanese cultures that have been running so far. Especially those related to problems of economic activity, such as industrial players in the Sundanese cultural land area, of course, must be able to adapt to the changes due to globalization.

In responding to this global trend, the industry needs to understand market needs and always think about providing the best solution for every customer problem by utilizing available technology. The industry also needs to change the point of view or paradigm toward a customer-oriented one. Customers need services and even total solutions, customers will never question what technology is applied by the industry, but they trust the industry that provides these applications to customers, and technology convergence is nothing more than a means of support.

An organizational culture that does not support organizational performance, has a real impact on the non-optimal performance or productivity of employees. The low productivity or performance of employees in the industry caused by organizational

culture, among others, is also manifested in motivational factors to support employee performance. Dale,(2002) states that the definition of motivation is a strong (push) from within a person to carry out activities in accordance with the urge. Motivation is a concept used to describe the existence of impulses that arise from within an individual, which ultimately moves or mobilizes the behavior of the individual concerned. Motivation is very important in increasing the enthusiasm or work satisfaction of subordinates which ultimately leads to increasing individual productivity and of course also based on increasing organizational productivity.

There are several theories about motivation and the factors that influence it, including Maslow's theory of motivation, and Douglas Mc's theory of motivation. Gregor, Frederick Herzberg's two-factor theory, Alderfer's ERG (Existence Relatedness and Growth) theory, MC's achievement motivation theory. Clelland, cognitive motivation theory according to P.C. Jordan, goal setting motivation theory (Goal Setting) according to Edwin Locke, reinforcement motivation theory according to R.M Streets and LW Porter, and justice theory. Where the conclusions from these motivational theories are, at least there are several motivational factors that have the potential to affect performance, namely salary and social security, career expectations, the role of managers, employee competencies, type of work, work completeness, work environment, and company policies, etc. These factors play a very important role in generating employee motivation which ultimately also affects performance. The conditions of these motivational factors need to be reviewed to what extent their effectiveness motivates employees (Human Resources) in industries that operate with a Sundanese cultural background.

From the motivational theories mentioned above, there are at least several motivational factors that have the potential to affect performance, namely salary and social security, career expectations, the role of managers, employee competencies, type of work, work completeness, and work environment and company policies. These factors play a very important role in generating employee motivation which ultimately also affects performance. These motivational factors are very important to foster employee motivation so that if the conditions are not good, it will result in non-optimal employee performance. This is as explained in Wyatt's Performance Formula theory (in Atmosoeprapto, 2001) that P = f (a . m). It means that performance (Performance = P) is a function (function = f) of ability (ability = a) and motivation (motivation = m). This means that one's performance is good or bad, one of which is influenced by the level of motivation. The same emphasis is also put forward by (Edwardson et al., 1997) who states that efforts to realize a sense of responsibility and a caring attitude toward company performance, in a business organization, are necessary to make continuous improvements throughout its ranks. One of the important things in this process is understanding the conditions of employee motivation because by understanding this aspect of employee commitment can be built more easily (Durachman, 2006).

Starting from the above, the authors are interested in researching and studying further "Employee Motivation Strategies to Improve Performance in The Sundanese Cultural Background Business Organization". The author argues that motivation will

greatly affect employee performance, so it requires company management steps in dealing with various changes in the business environment in the future.

2. Literature Review
2.1. Theory of Motivation
Theory of Motivation Factors

According to the Law of Human Behavior, Dessler said that human behavior, temperament, character, or behavior is formed through a process starting from the existence of needs (needs), desires (want), motivation, attitudes, intentions, and finally behavior (behavior). The speed of the process from the emergence of needs to changes in behavior will vary from person to person. Dessler further states that there are several laws of human behavior such as:

Law of Behavior I, According to this law, humans are passive while the environment is active. This law is called the behavioristic view. Law of Behavior II, According to this law, what can change a person's behavior is himself (internal motivation), namely encouragement from within himself or what is called a mentalistic view. Law of Behavior III, According to this law, failure and success will form a pattern of action or behavior in the future (accomplishment), so if someone is successful in doing something they will tend to repeat that success, and vice versa if the person fails then he tends to avoid it.

From the three laws of behavior above, it can be concluded that human behavior is influenced by mentalistic, behavioristic, and favorable and unfavorable experiences. It can be seen and concluded that motivation is basically something that makes people act or behave in certain ways, motivating someone is showing them a certain direction and taking the necessary steps to ensure that they get there, and being motivated is wanting to go.

Theory of motivation according to Abraham H. Maslow

Maslow's version of the theory of motivation is associated with the satisfaction of various human needs. According to Maslow, humans have a number of needs which he classified into five levels of needs (hierarchy of needs), namely: Physiological needs, the need for security, social needs, needs reflecting self-esteem, and needs for self actualization.

Theory of Motivation According to Douglas McGregor

The conclusion of the theory put forward by Douglas McGregor employee work motivation is largely determined by how a manager in the organization defines the attitudes and behavior of his employees so that the leader decides which leadership style to choose. So it is clear that leadership style is the role of managers greatly affects the work motivation of employees.

Frederick Herzberg's Two Factor Theory

The essence of this two-factor theory is to emphasize that job satisfaction and job dissatisfaction are two different but not contradictory things, in the sense that the opposite of job satisfaction is not job dissatisfaction but is more likely due to the

absence of job satisfaction, and the opposite of job dissatisfaction is not jobbed satisfaction. work but in the absence of work dissatisfaction. Following this approach, Herzberg identified a group of "hygienic" factors such as company policies and administration, supervision, interpersonal relationships, personal life, working conditions, remuneration, and security, where these factors are considered basic and if there is a shortage it can create job dissatisfaction, but under normal circumstances unable to motivate employees to work harder. Then also identified a group of factors as "motivators" including achievement, recognition of achievement, the work itself, responsibility, growth, or progress, these factors are able to create job satisfaction but there must be hygienic factors at an acceptable level.

ERG theory from Alderfer

Alderfer put forward a theory that says that humans have three groups of core needs (core needs) which he calls Existence, Relatedness, and Growth (ERG). ERG theory is a refinement of the theory put forward by Abraham Maslow. According to experts, it is considered closer to the actual situation empirically.

McClelland's Achievement Motivation Theory

This theory is known as the theory of needs (achievement motivation), which is widely and deeply discussed in a paper entitled The Achieving Society. McClelland's theory of achievement motivation classifies human needs into three types, namely: The need for achievement, namely a need to succeed to compete. The need for affiliation, namely the need for warm friendships with other people. The need for power, which is referred to as the need to control or influence others.

Cognitive Evaluation Theory According to P.C. Jordan

The essence of cognitive theory according to P.C Jordan is the view that says that the effect of intrinsic motivation is reduced when a person has been motivated by extrinsic drives. Adherents of this theory provide an explanation as to why this is so. One of the arguments put forward is that with extrinsic motivation, such as an attractive income, an employee seems to lose control over his 'fate' and therefore satisfaction displays lower performance. In other words, the motivation in question has shifted from intrinsic motivation to extrinsic motivation.

Edwin Locke's Theory of Goal Setting Motivation

Goal-setting theory is a cognitive theory of work motivation, which maintains that employees are rational human beings who try to pursue goals. Goal-setting theory focuses on the goal-setting process itself. If the goal is specific and challenging, then its function as a motivational factor is more effective in both individual and group performance. In Figure 1 it can be seen that there is equally important equality in taking steps to improve abilities through good employee recruitment and training and paying attention to motivation by using artificial and intrinsic factors that influence it. The extent to which people can be motivated depends on the strength of their needs and their ability to cope with pressure.
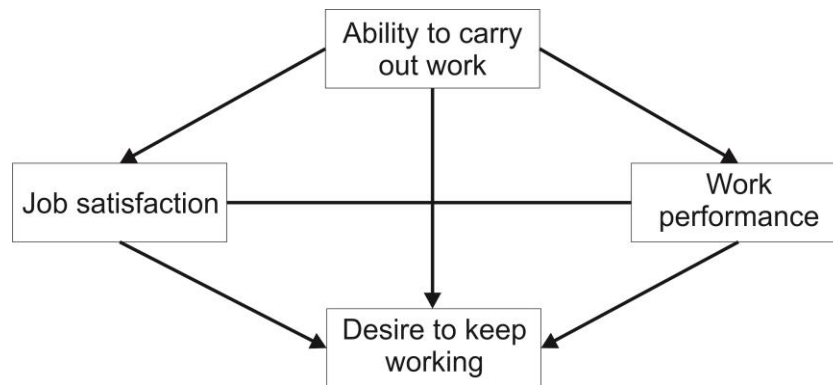
Pictures 1. Relationship between Job Satisfaction and Job Performance

Reinforcement Motivation Theory According to M Steers and K.W Porter

R.M Streets and L.W Porter is a behavioral approach, not a cognitive approach, as is goal-setting theory. The starting point of this theory is that a person's behavior is a function of the consequences of that behavior. In other words, the reinforcement used by management determines the behavior of his subordinates. Therefore, what needs to be observed is what consequences will arise for certain responses and whether those consequences result in a tendency to repeat certain behaviors or not. desired form of behavior. Furthermore, there are four methods that can be used by managers to shape the behavior of their subordinates, namely positive reinforcement, negative reinforcement, imposition of punishment, and extinction.

Justice Theory

It is normal and human if in life someone expects fair treatment. However, it is natural and normal for someone to see justice through subjective 'glasses'. The subjective perception that affects a person's actions and behavior. Fairness theory helps to understand how a worker reaches the conclusion that he or she is being treated fairly or unfairly. The feeling that someone is being treated fairly is a mental state that comes from within, as a result of subjective judgments about what is expected of a job and what a person actually gains from the job compared to relevant others.

It is important for a manager to understand what consequences might arise if employees feel they have been treated unfairly. In this connection, it must be emphasized that whether or not the treatment of a person is fair or not, the person concerned is associated not with the satisfaction of his primary needs, but also with all other types of needs. So in this case, according to the theory of justice, the role and treatment of the managers concerned are very influential factors in the work motivation of their employees.

Victor Vroom's Theory of Hope

One of the most popular motivational theories recently is the Expectancy Theory proposed by Victor Vroom, a psychologist from Yale University. Expectancy theory attempts to overcome criticisms directed at certain assumptions of other motivational theories, namely that all employees are considered equal, that all situations are equal and that there is only one best way to motivate employees. The approach of expectancy theory is to try to pay attention to the differences between individuals and situations,

which have three main components: Expectations of achievements, Valence, and Business performance expectations.

2.2. Philosophy and Profile of Sundanese people

Sundanese People are defined as a person who claims to be themselves and is recognized by others as Sundanese, who has the criteria for origin or blood relations of Sundanese parents and socio-cultural criteria. Thus, what is meant by the philosophy of the Sundanese People is the value of the wisdom of the life of the Sundanese ancestors passed down from generation to generation through written and oral traditions that are still used by the Sundanese People until now as a way of life.

Babasan and Paribasa are traditional Sundanese expressions or idioms. The contents of babasan and paribasa are the values and local wisdom of the Sundanese people in general. This local wisdom becomes the character or philosophy of the Sundanese people in general. These local values and wisdom must be maintained and made into the Sundanese philosophy of life, as a form of manifestation of the values contained in babasan and paribasa. Babasan and paribasa have fixed rules or are often called standard languages, so babasan and paribasa cannot change or be changed. This is based on the fact that babasan and paribasa have fixed rules. What is meant is that the values of babasan and paribasa are maintained.

According to (Warnaen, 1987) the Sundanese view of life can be categorized into five, namely: (1) a view of life about humans as individuals, (2) a view of life about humans and the community environment, (3) a view of life about humans and nature, (4) view of life about man and God, (5) view of life about a man in pursuit of outward progress and inner satisfaction. If these five views are internalized and explored, it is unlikely that conflict will occur, whether caused by differences in religion, ethnicity, language, race, skin color, or other differences in social status.

2.3. The Effect of Globalization on Sundanese Culture

Technological progress is a phenomenon of globalization that can have a positive or negative impact. We cannot prevent this, because technological progress is at least needed and will always develop according to the times. With the positive impact of technological advances, we can more easily communicate and socialize between countries. While the negative impact of this technological progress itself, many people abuse technological advances to get the wrong information.

The babasan and paribasa of the Sundanese in accordance with the context of technological progress are: *Kudu bisa miindung ka waktu, mibapa ka jaman*. This means that we must be able to keep up with the times. *Bengkung ngariung,bongkok ngaronjok*. This means that even though life is difficult, the most important thing is to live together with family.

From various babasan and paribasa, we can see that there are still many values of local wisdom that can be used in accordance with the development of globalization. The rapid flow of globalization is something that we cannot prevent or avoid. Because the development of globalization greatly affected the times. This can be a positive or negative impact, depending on how we deal with the development of globalization. Seeing the values of babasan and paribasa have a lot of local wisdom that can be used in

problems of globalization. If many people understand and can transform these values, it is not impossible that in the future we can develop in accordance with the development of globalization without having to lose our identity and eastern customs.

2.4. Results of Previous Research

The above studies were carried out by Alam et al., (2019), Mousavi & Dargahi, (2013), Yang, (2011), and (Ahmad, 2001) although they were not carried out with a Sundanese cultural background, but were carried out on the basis of ethnic differences in ethnicity. an organization that requires special attention and treatment from owners and managers in motivating subordinates. Some of the points generated in their research can be tried to be applied to companies with a Sundanese cultural background. The following is a summary of several factors that can be applied to the company:

Table 1. Results of Previous Research

Human Resource Motivation	Research by	Examples of Application in the Company
Sarakan's Philosophy	(Rozalena & Ngare, 2017)	Remember the ancestral land (origin), by always sharing with the community/ environment around the company.
Honesty Philosophy		Always adhere to the values of honesty, tenacity, and firmness in working within the company.
Trustworthy Philosophy		Always carry out the mandate and always keep promises so as to maintain the trust given by clients, the community, or other stakeholders.
Good Wage Standard	Alam et al., (2019)	The application of wage standards in accordance with applicable laws/regulations is expected to increase employee motivation.
Discrimination		Strict enforcement of rules within the company from top to bottom in an effort to avoid discriminatory practices.
Violence and Harassment		Just as with discrimination, strict enforcement of rules is expected to avoid the practice of violence and harassment within the company.
Leaves and Holidays		Sufficient leave and holidays in accordance with applicable regulations in each region are expected to increase the motivation of workers.
Welfare Package		Welfare packages provided by the company outside of incentives such as wages and bonuses can be given to employees.
The Need for Security	Mousavi & Dargahi, (2013)	Conducive environmental conditions will provide a sense of security within the company, so workers do not worry about their safety at work.

Self-Actualization Opportunity		Provide opportunities to show talents, capacities, and potentials possessed by employees.
Bonus System	Yang, (2011)	The provision of a good and clear bonus system for employees whose performance exceeds the target can be a good booster to increase employee motivation to always give the best in their work.
Taking Time to Build Closeness With Employees	(Ahmad, 2001)	Be friendly and open when interacting with subordinates.
Promote a Sense of Togetherness		Managers' understanding of religious culture and practices can make employees feel respected and valued.
Be Humble and Forgiving		A humble leader is often respected by his subordinates because he appears as an approachable person who is able to communicate in good language. Managers must create an atmosphere where subordinates feel comfortable sharing their problems.
Able to Understand Subordinates		Always try to be open to understanding the values and feelings of subordinates towards work problems and challenges.
Build Trust		Care and concern can be shown through the right words and actions. This is important because counseling and coaching are more effective after a relationship of trust has been established.
Giving Recognition and Appreciation		This can help to strengthen harmony and loyalty among employees and increase their self-esteem in the presence of loved ones.

3. Research Methods

This type of research is library research, where the data collection comes from various journals and books which are analyzed according to the existing problems. The source of the data used is secondary data that does not come from direct observation, but from the results of research conducted by previous researchers. This data is generated by looking for various references about the research subject, which are then presented in the form of a description. Data collection methods are carried out by searching or digging up data from the literature related to the existing problems. After the data is obtained, the data is collected so that it becomes a document that can be used in answering the questions in this study.

4. Results and Discussions

Thinking about motivation has evolved from early approaches that seek a model to motivate individuals to a more contemporary approach that recognizes that motivation grows from the mutual influence of individual factors and environmental factors. Industry players in facing competition are required to be able to improve their performance in order to win the competition, one of the efforts is to improve the performance of their employees through increasing employee motivation.

4.1. Employee Motivation Factors Background of Sundanese Culture

This study discusses the influence of motivational factors on employee performance, especially in companies with a Sundanese cultural background. The formulated hypothesis is related to these problems, namely regarding the significant influence of motivational factors consisting of salary and social security, career expectations, the role of managers, employee competence, type of work, completeness of work, work environment, and company policies both in terms of individually or simultaneously on employee performance.

Salary and Social Security

Salary and social security are the factors in work motivation. The salary and social security factors show that the salary and social security factors are important factors that need to be considered in an effort to improve employee performance. In addition to salary, social security is also a factor that can foster employee motivation. In Maslow's hierarchy of needs theory, social security is primarily needed by employees to fulfill the second level of need, namely security. Every employee certainly wants certainty in the future against uncertain situations, such as an accident or illness.

Hope for Career

The results of this study prove that career expectations are a factor that has a significant influence on employee performance. These results provide information that efforts to improve employee performance include making internal improvements, namely the career system. Companies must have a good career system that is implemented fairly and transparently in order to trigger the development of employee performance. An increased career is one of the most coveted factors by employees because career advancement will be accompanied by an increase in income and status. Therefore, a good career system within the company will be an effective motivator for employees which can ultimately improve employee performance.

The Role of Managers

The role of managers has a significant influence on employee performance. This means that the more active managers are in making motivational efforts toward employees, the higher the employee's performance, and the weaker the motivational efforts played by managers, the lower the employee's performance. Thus, managers must play an active role in making efforts to increase employee motivation. If motivational efforts are not carried out by managers, it can cause employees' work motivation to decrease, thereby reducing employee performance.

Employee Competence

Competence is also closely related to one's intellectual strength. Competent people have high intellectual power and incompetent people have low intellectual power. According to (Arep & Tanjung, 2003), intellectual power is extraordinary power in motivating someone. With high intellectual, someone will be more motivated in doing the work entrusted. Confidence always appears in completing work. Intellectual strength is closely related to pessimism or optimism. Someone who is intellectually low will be pessimistic about a job that is entrusted to him. On the other hand, someone who is highly intellectual will be optimistic that he can do his job well. Someone who is low intellectually will work hard, but someone who is highly intellectual, in addition to working hard, also works smart. That's the importance of intellectuals in work, so it really determines the performance of employees in the organization.

Type of work

The type of work as one of the motivational factors in this study also has a significant influence on employee performance. This provides information that the type of work factor must be taken into account in improving employee performance because if not, efforts to improve employee performance will never be optimal. This type of work is related to the suitability of the tasks carried out with the interests and talents possessed. The type of work also includes the characteristics that exist in the employee's job. According to Hackman and Oldham (Munandar et al., 2004) job characteristics consist of five factors, namely: skill variation, task identity, task significance, autonomy, and feedback.

Empirical facts that show that the type of work has a significant effect on employee performance are also proven in the research of (Aldag et al., 1981). In his research, it was found that job characteristics had an effect on performance, in addition to influencing work motivation, job satisfaction, absenteeism, job expectations, work involvement, role stress, and alienation.

Work Equipment

Completeness of work is also a motivational factor that should be taken into account in an effort to improve employee performance because in this study it was proven to have a significant effect on employee performance. The work completeness factor relates to the availability of company facilities for employees as an effort to support the implementation of work, both in the form of complete work facilities, the availability of computer facilities, laboratories, libraries, and other facilities needed in work. Such equipment is important for employees because it becomes the main capital for the smooth running of tasks and affects the quality and quantity of work results.

Work Environment

The work environment is also one of the motivational factors that affect employee performance. This also confirms that efforts to improve employee performance will never be optimal if it does not involve improving the work environment. Work environment factors are related to the conditions of the work environment that support and influence the implementation and success of employees' tasks. These factors include physical and non-physical dimensions, including the layout

of the workspace, cleanliness, and beauty of the workspace, interpersonal relationships with co-workers, relationships with superiors, and relationships with subordinates.

Company Policy

Like the other seven motivational factors, company policies also have a significant influence on performance. This means that all policies taken by management will have implications for employee performance. If the policies taken satisfy employees, it can encourage the emergence of employee work motivation which can ultimately improve their performance, but if the policies taken are felt to be contradictory, it can cause reactions against the company. The hostile attitude shown by subordinates towards the company will be followed by negative and detrimental actions to the company, such as strikes and absenteeism.

4.2. Factors Affecting The Interest and Career Choices of Sundanese People

Dr. Mikihiro Moriyama, professor of Indonesian Studies from Nanzan University Japan, expressed the Dutch view of Sundanese society. He refers to an (anonymous) encyclopedia compiled by the Dutch in the early 20th century which states that the Sundanese have some characteristics that many Europeans who have lived with the nation find very attractive. "He is gentle, polite, helpful, friendly, and avoids quarrels and fights. He is simple, not excessive, calm, quiet, shy, and polite in society. Of course, there are also hidden traits. His modesty and submissive nature often become service and face seeking" said Mihikiro Moriyama. Still according to Moriyama, usually Sundanese people do not have the initiative, frugality is considered strange for him, as well as upholding the truth. "Gambling and immorality cause many victims among Sundanese people" said Mikihiro Moriyama.

There is a saying that the Sundanese Tatars were made when God smiled. This is an illustration of how beautiful, safe, and comfortable the conditions of this natural habitation are. This affects the characteristics of the Sundanese themselves, as the results of Moriyama's research state that the characteristics of the Sundanese are typical with their friendliness, politeness, sociability, modesty and on the other hand raises the hidden nature of lack of initiative, wasteful and good at looking for faces. Based on these characteristics, it gives rise to various career choices for Sundanese people, where the current phenomenon is that the dominance of their career interests chooses to enter a job, a clear and safe career such as being a civil servant, teacher, an employee of BUMN, or employee of factories and private companies.

The phenomenon of career interest in becoming an employee and employee above is inversely proportional to career interest in politics, as explained by Ginandjar Kartasasmita (2011) in a West Java local newspaper which states that ahead of the 2014 General Election, it is certain that there will be no Sundanese who stages in the national political arena. Because he continued, there is not a single Sundanese who is the chairman of the party or the secretary-general of a political party. Ginanjar stated that: "I think the leadership of the Sundanese people has run out, it can be seen after my tenure in the cabinet and the chairman of the regional representative council no one continues as a top leader at the center". In fact, since independence, the brilliant political careers of Sundanese people who have been engraved to the level of the

Indonesian government have been achieved, such as Umar Wirahadikusumah who had served as vice president of the Republic of Indonesia, Otto Iskandar Dinata , Syafruddin prawinegara, Mohammad Toha, Ir. Juanda, Nana Stresna.

This illustrates that the cultural conditions and basic philosophy that the Sundanese people hold onto are rooted in the Sundanese to influence their career interests. There is an interesting example of Sundanese people to study, the figure of the Sundanese who dared to go out of the habit of the Sundanese people who mostly adhere to the principle of "*bengkung ngariung bongkok ngaronyok*" (always gathered together in joy and sorrow) , but still adhere to the noble values of Sundanese culture. . He has been traveling in New York City for 46 years, his name is Mang Singgih. Mang Singgih worked as a janitor until he finally raised money to buy a taxi and became an employee for himself by becoming a taxi driver. In his journey, Mang Singgih still clings to the *kasundaan* that has been internalized to him.

Sundanese nature is a fertile mountainous nature. Because of this natural fertility, the majority of Sundanese people rely on farming in the fields. As farmers, they depend entirely on the goodness of nature which provides rain and heat. This natural fertility and dependence, after evolving for hundreds of years, forms a mental attitude and a typical prototype of an agrarian society which tends to be passive, lazy, less innovative, less hardworking, less visionary, and not global-minded because nature has provided, provided and make things easier. This natural logic explanation explains the history of the Sundanese people themselves.

4.3. Motivate Employees in Sundanese Cultural Environment

Organizational culture is the basis for various things and acts as a guide in attitude, and behavior from management to low-level employees with the aim of increasing employee productivity. In an organization based on a solid philosophy, organizational culture has a number of strategic roles, namely being the "adhesive" between stakeholders who have different goals and interests. As a means, he forms a "sense of belonging" and "pride as part of the organization" of organizational actors. In line with the expectations of the relevant parties (stakeholders), organizational culture moves employees to always be fresh with new ideas for customer satisfaction.

That the basic principle that has consistently been the basis of the Ma'soem Group is to work professionally based on Islamic principles and is expected to be able to touch the interests of the ummah so that it can sustain conditions that aim to stimulate economic life in its surroundings. In modern management theory, it can be said to the vision of the company. Based on this vision, at the operational level, rather than upwards, Ma'soem is more oriented to the lower layers. Employees, for example, are not considered as means of production but are positioned as part of the extended family.

The development of desired behavior and values through motivation and appreciation for employees in an organization requires attention, commitment, and consistency on the part of organizational leaders. A manager is expected to be morally and spiritually good, inspiring, respectful and caring and at the same time assertive. The following guidelines are expected to assist managers in leading and motivating workers in industries with a Sundanese cultural background:

Taking Time to Build Closeness

Be friendly and open when interacting with subordinates. Openness can be demonstrated by carrying out daily interactions with staff through regular, structured social activities, where managers are seen interacting with subordinates. Through frequent face-to-face interactions, the manager-subordinate bond will be built and will give rise to a sense of belonging. A manager's leadership style that is non-confrontational and compromising can help create a conducive work environment where employees feel happy to come to work.

Promote a Sense of Togetherness

Strengthening relationships between employees by communicating the vision and targets to be achieved as a group. Encourage good cooperation among employees and support each other both at work and outside of work. For the Chinese, it is important for managers to attend events when invited by their subordinates, even if it is only for a short stop. If this is not possible then a representative such as a spouse or adult child should be sent.

Able to Understand Subordinates

Learn to relate to subordinates as a whole person not just as a blackmailed worker, whose function is only to get the job done. Instead of focusing on the task, try to understand your subordinates' values and feelings towards work problems and challenges. Always maintain his dignity ('marua') and never belittle him in any way, especially in front of others. As Lao Tze stated: "When I surrender to the worker or the working person, I find no resistance".

Build trust

Foster trusting relationships with subordinates based on the values of caring and support for their work and personal needs. This can be strengthened by treating employees like members of a big family. Care and concern can be shown through the right words and actions. This is important because counseling and coaching are more effective after a relationship of trust has been established. Subordinates are more likely to accept appraisals if their supervisor has gone to great lengths to build rapport, trust, and understanding beforehand. Matters related to the implementation of duties are better communicated if good relations are established and there is trust and harmony between all parties.

Giving Recognition and Appreciation

Publish every award-both physical and spiritual to reinforce good work behavior at appropriate social events when the employee's family is present. This can help to strengthen harmony and loyalty among employees and increase their self-esteem in the presence of loved ones. When interacting with subordinates, demonstrate polite behavior by using appropriate words and phrases. This is part of courtesy and shows the manager respect for his subordinates and allows them to maintain their self-respect ('self-respect'). Avoid making racial slurs in any way as this will make the manager appear emotional and lose respect for the boss.

Build Confidence

Confidence is the most important thing for a leader to be able to carry out all his activities as a leader. If the leader does not have faith in God, does not have faith in what He has created, and does not believe in the provisions that have been set by God. Either in writing in the scriptures or what can be read in this world. Therefore there is no underlying reason for someone to do other activities. This section is part of its relationship with the divine aspect (spiritual intelligence). This character underlies a leader who will do well related to fellow human beings (emotional intelligence) in the context of his duty to lead people in the organization. This chapter is the first character that a leader must have. For the next chapters as many as 8 other chapters must be possessed sequentially step by step in order to become a superior leader.

Trying to be a Good Person, With an Interesting and Fun Personality

This earth is passed on to humans and our children and grandchildren to be managed better. Always trying to spread goodness, trying to save the members of the organization he leads to reach the Hereafter. Good behavior must be the character of a superior leader and is reflected in every action he takes as a leader. Leaders are not only good-natured but must be attractive to be pleasant people because he is a role model. As an example, his character will be duplicated by his followers. A leader must always try to do the best for his organization. Always trying to make improvements that are better than before. If the first character has been possessed by a leader, namely a strong belief in Allah, then the second character that must be possessed is Good Behavior.

Be Proactive

This proactive attitude needs to be possessed by a leader because many clashes that will be faced in the field do not make a leader waver, recede and retreat. That's the challenge that must be faced because life is how to solve problems, not avoid problems. A leader must be firm in his stance (*istiqomah*) against what has been outlined. Have a strong belief in achieving what has been planned, even though there are tens or hundreds of obstacles in the way because behind it there are also tens and hundreds of opportunities, great opportunities. In a crisis situation, a leader must be the first to take the initiative to redirect goals.

Response of a Proactive Person: 1. The response of a proactive person to a stimulus is the product or result of their conscious choice, based on values. 2. Not blaming circumstances, conditions, and conditioning for their behavior. 3. Still influenced by external stimuli, but their response to the stimulus, consciously or unconsciously, is based on choices or responses that are based on certain values. 4. Driven by values that have been carefully thought out, selected, and internalized.

Be Optimis

Optimistic people have a strong belief that they will achieve what they plan to do and what they do to achieve it. Optimists are ready and brave to overcome problems or difficulties that stand in their way. Even when experiencing failure, it will not make him discouraged, because he believes in every event there is a learning process. Including the failure experienced. Every failure is considered a step to success. Of course, people who have an optimistic mental attitude are tough people to face challenges. People who have mental wealth. Only people who have mental wealth can change the situation. Able

to change bad luck for the better. Optimistic people are capable of being pioneers, willing to be pioneers. Only optimists can become agents of change.

Characteristics of optimistic people, some suggestions that can be given to be able to become optimistic people, including: always think positive, don't plant negative things in yourself, enjoy everything, train yourself to be an optimist, increase confidence by approaching god, motivate yourself, imagine the benefits of being an optimist, make problems as challenges, not burdens, free yourself from feeling afraid of failure, stay optimistic even though you meet a dead end, the method may not be seen, different levels, make ladder, and many paths to success.

Be Dynamic

Dynamic humans are humans who always show changes and movements in a process, continuous and definite manner. If there is no change and movement in his treatment, then it is almost certain that he is just like a living human being, but cannot be said to be dynamic. It is more correct to say ordinary people or more accurately to say, static humans. Because to say that a dynamic person absolutely requires energy, even a combination of energy to create a new form of expression from everything that has existed since the beginning. From this, we can say, that the essence of dynamics always presents human readiness to do new things, new ways, new breakthroughs by creating a climate of unlimited creativity for the actors of these changes. Therefore, having an optimistic character that a superior leader must have is the sixth character, namely Dynamic Character. A leader must be aware that the environmental situation is always changing and constantly changing. The change is the law of Allah, the verses of Allah, which must be read by a leader. Therefore a leader must be dynamic. He must be able to be an agent of change.

Be Disciplined

Discipline is an attitude that always keeps promises so that others believe them. Whatever our work, whether as a student, student, employee, or entrepreneur. The main capital in entrepreneurship is gaining the trust of others. Discipline comes from the Latin discern which means learning. From this word arises the word Disciplina which means teaching or training. comes from the English language, namely "disciple" which means followers or students. And now the word discipline has developed its meaning in several senses. First, discipline is defined as compliance with regulations or be subject to supervision and control. Both disciplines are exercises that aim to develop oneself so that one can behave in an orderly manner. The word discipline means training and obedience to the rules. By implementing discipline, it means that all parties can ensure the survival and smoothness of learning, work, business, community, and state activities. The will to work hard that we get from discipline, will give birth to a strong mentality and not give up easily even in difficult circumstances.

Kinds of Discipline, we often hear the words discipline spoken. From children, and adults, to the elderly, everyone knows the word discipline. Everyone from various work backgrounds knows the term discipline. Because every job requires discipline. Laws, ethics, morals, laws, regulations, stipulations, rules, and agreements all must be followed in a disciplined manner. If there is no discipline, it will be chaotic, and

irregular. So all must follow the rules set wherever you are. For that, let's look at the various disciplines.

Use a Charismatic Leadership Style

One of the factors that distinguishes a manager from a leader is that a manager is ahead who has subordinates, while a leader is a person who has followers, regardless of whether the person concerned functions as a formal or informal leader. It is in this connection that the main characteristic of a charismatic leader is seen, namely that he has a strong attraction for others so that other people are willing to follow him without always being able to explain what causes that willingness. Experts do not agree on the factors that become the 'magnet'. Biographical background, education, wealth, and appearance may or may not play a role.

An understanding of the effectiveness of a charismatic leader is obtained by recognizing its characteristics. Experts highlight seven characteristics, namely: Great self-confidence. Have a vision. Ability to articulate a vision. Strong belief about the exact vision expressed to subordinates. Behavior that does not follow stereotyped behavior. The role as a 'change agent' in the sense of being ready to bring about change (including radical change) and not as a maintainer of the status quo. In-depth and precise understanding of the nature of the environment faced (including the constraints it causes) and readiness to provide the necessary facilities and infrastructure to bring about this change.

5. Conclusions and Suggestions

Based on the description above, it can be concluded that local cultural wisdom is a knowledge developed by the ancestors in dealing with the environment around them, and introducing and passing it on from generation to generation. For example, local wisdom in traditional expressions that still exist in modern times and will be passed down from generation to generation as local culture. Local wisdom becomes important and useful only when local people who inherit the knowledge system are willing to accept and claim it as part of their lives. In that way, local wisdom can be called the soul of local culture.

The expressions that are often spoken by the Sundanese show that there are expressions that express laziness in doing something. In addition, the folklore of the Kabayan represents two types of Sundanese people, namely the Sundanese who work hard and the Sundanese who are lazy. The story attempts to reveal that laziness will cause harm to others while working hard with excessive ambition will harm one and trap one in deceit. The story wants to convey that the Sundanese should behave according to their measurements; Sundanese should not have a lazy nature and high ambition. From these expressions and folklore, it can be seen that the representation of Sundanese identity and dynamics in terms of work ethic.

In the context of the company, the way to improve employee performance, motivation and job satisfaction is to provide compensation. Compensation is all income in the form of money, goods directly or indirectly received by employees in return for

services provided to the company. One of the most important elements in the company's management system apart from work motivation and compensation is leadership. Leadership is a process where a person can become a leader (leader) through continuous activities so that they can influence those they lead (followers) in order to achieve organizational or company goals. The relationship between a leader and those being led is a leadership process because the leader needs followers and followers needs the leader. Although leaders and followers are interrelated, leaders should often take the initiative to establish relationships, communicate and maintain relationships so that the company's goals as formulated in the company's vision, mission, plans and strategies can be achieved.

In organizations with a strong culture, ideas are usually initiated by the founders or leaders of the organization or the heroes of the organization (heroes), namely people who articulate the culture as a vision, business strategy, philosophy, or all three. and express views or ideas that will direct the goals of the organization. Thus, the strength of organizational culture lies in its high consistency over a long period of time regarding the application of values that are considered important by the company. In the end, a uniformity of organizational behavior is formed and is known as organizational culture. An organization with a strong culture is characterized by consistency, not only between values that are considered important and the systems and procedures that apply within the company but also in accordance with the company's vision and mission to encourage company improvement. Given the limited sample and very simple methodology, this conclusion applies in a limited context as well. It is necessary to conduct a more in-depth study with more and more varied samples, in order to obtain valid data.

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