

RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND WORK MOTIVATION WITH PERFORMANCE IN EMPLOYEE AGENCY IN REGIONAL EMPLOYMENT IN JAKARTA

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ABSTRACT

The purpose of this study is to determine the correlation between culture organization and work motivation with the employee performance of Badan Kepegawaian Daerah in Jakarta. The research method used is the survey method with the correlation approach, the population used are all employee in Badan Kepegawaian Daerah DKI Jakarta. The sampling technique used the technique of purposive sampling as many as 100 people. Based on the result of analysis and discussion, it is known that there is positive and significant correlation between culture organization and employee performance, there is positive and significant correlation between work motivation and employee performance, and also there is positive and significant correlation between culture organization and work motivation with employee performance of Badan Kepegawaian Daerah in Jakarta.

Keywords:

Employee Performance, Culture Organization, Work Motivation

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INTRODUCTION

Competition in the world of work is inevitable. Every company will want to be the best and will do various ways to achieve its goals. The company is also required to have the best supporting aspects that can support its business so as not to be inferior to its competitors. One way to do this is to improve the quality of human resources in the company. If the company has good and quality human resources, then it is certain that the company will have good output as well. In this case, employees are the most important human resources owned by every company because it is the employee who carries out all the daily operational activities in the company. Therefore, companies should pay more attention to employees so that they can carry out their duties and obligations as well as possible so that they will produce the best performance.

Employee performance is one thing that is very important because it can be a benchmark whether the company already has good human resources or not. That is, all companies need the best performance and quality of their employees for the achievement of company goals. Likewise with government institutions that also expect good performance from their employees or commonly referred to as Civil Servants (PNS).

The first factor that can affect performance is the excess workload. Each employee has their respective duties and responsibilities following their abilities. But often employees get an inappropriate workload. The excessive workload can make employees exhausted in work which will have an impact on the health of the employees themselves.

In addition to excessive workload, factors that can affect performance, namely organizational com-

mitment. Organizational commitment has a very important role in improving employee performance.

The third factor that can affect performance is organizational culture. Strong organizational culture can tie people in the organization together to form a survival strategy that can improve performance.

The fourth factor that can affect performance is work motivation. Motivation is so important for those who want to stay in a career, to develop a career even to achieve a higher career path, without motivation it is not possible to achieve high performance.

LITERATURE REVIEW

1. Performance

Every company wants its employees to have the best work. The results of this work can be seen from its performance. For this reason, it is not uncommon for companies to provide training to employees to improve their performance.

According to Lijan Poltak, "Performance is defined as the ability of employees to perform certain skills"¹.

Then, Stephen Robbins explained, "Performance is the result of an evaluation of the work done by a person compared to the criteria set together in the group"².

Based on the understanding of several experts above, it can be concluded that performance is the ability of employees in certain skills as a result of job evaluation based on criteria set by the company.

According to Kasmir, the assessment of the work behavior of Civil Servants is following Government Regulation Number 46 of 2011, namely the assessment of employee work targets (SKP) which includes:

A. Service Orientation

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- B. Integrity
- C. Commitment
- D. Discipline
- E. Cooperation
- F. Leadership.³

Then, Veithzal Rivai also said that from the aspects assessed they could be grouped into :

1). Technical ability, namely the ability to use knowledge, methods, techniques, and equipment used to carry out tasks, as well as the experience and training gained.

2). Conceptual ability, namely the ability to understand the duties, functions, and responsibilities as an employee.

3). The ability of interpersonal relationships, namely among others the ability to cooperate with others, motivate employees, negotiate and others⁴.

Based on the explanation of the theory, it can be concluded that performance is an attempt by an employee to complete all tasks and responsibilities of his work following the goals and standards set by the company.

So, it can be concluded that performance is the result of work achieved by a person or group of people in an organization.

Performance reflects several indicators, namely indicators of integrity, discipline, cooperation, and leadership.

2. Organizational Culture

Culture is all activities that describe a common goal, behavior, and values that are shared and are used as a way of life for a group of people.

According to Robert Kreitner and Angelo Kinicki explained that "Organizational culture is the shared values and beliefs that underlie corporate identity"⁵.

Also, Keith Davis and Jonh W. Newstorm in his book Anwar Prabu Mangkunegara said that "*Organizational culture is the set*

of assumptions, beliefs, values, and norms that are shared among its members. (That is, organizational culture is assumptions, beliefs, values, and norms that are shared among its members)"⁶.

Based on the opinions of these experts, it can be concluded that organizational culture is the values shared by its members and forms the basis of corporate identity.

Robbins and Judge suggest there are some characteristics of organizational culture, namely:

1. Innovation and courage to take risks. The extent to which employees are encouraged to be innovative and dare to take risks.
2. Attention to details or details, to what extent employees are expected to carry out the precision, analysis, and attention to details.
3. Results orientation. The extent to which management is more focused on results rather than focusing on the techniques or processes used to achieve these results.
4. People orientation. The extent to which management decisions consider the effects people will feel in the organization.
5. Team orientation. The extent of work activities in the organization on the team rather than individuals - individuals.
6. Aggressiveness / aggressiveness. How far people are aggressive and competitive rather than relaxed.
7. Stability. The extent to which organizational activities emphasize maintaining the status quo as opposed to growth⁷.

So, organizational culture is

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the values and beliefs shared by members of the organization.

Organizational culture reflects several indicators, including the first indicator, namely team orientation (teamwork), the second indicator, which is risk-taking, the third indicator, namely attention to details and the fourth indicator, which is aggressive (competitive).

3. Motivation

All companies certainly want employees who have high motivation in working because with high motivation means that employees will be serious in carrying out their duties and obligations. Serious in the sense that they will work hard and do their best for the progress of the company.

According to Hasibuan "Motivation is the giving of a driving force that creates the excitement of one's work so that they are willing to work together, work effectively, and are integrated with everything the effort to achieve satisfaction"⁸.

Furthermore, Ardhana stated that "Motivation is a state of being in a person that encourages individuals to carry out certain activities to achieve goals"⁹.

So, motivation is an activator that makes a person want to work optimally to achieve individual satisfaction and goals to achieve.

In the book, Edy Sutrisno said several factors influence motivation. These factors can be distinguished by internal and external factors originating from employees.

1. Internal Factors.

- The desire to be able to live.
- The desire to be able to have.
- Desire to get awards.
- Desire for recognition.
- Desire to rule.

2. External Factors

- Working environment conditions
- Adequate compensation
- Good supervision
- There are job guarantees
- Status and responsibilities
- Flexible rules.

So, it can be concluded that motivation is a condition in an individual that drives that individual to carry out certain activities to achieve goals.

Motivation can be measured in two dimensions. The first dimension is an internal factor, with the first indicator of appreciation, the second indicator of recognition and the third indicator of power. The second dimension is an external factor, with the first indicator is a conducive work environment with the first sub indicator that is a harmonious relationship between employees and the leader, the second indicator is compensation with.

The first sub-indicator is salary, the second sub-indicator is benefits, the third sub-indicator is health insurance, the third indicator is good supervision, the fourth indicator is job security, and the fifth indicator is responsibility.

RESEARCH METHODOLOGY

This research was carried out at the DKI Jakarta Regional Personnel Agency Office having its address at Gedung Balai Kota Jalan Medan Merdeka Selatan No. 8-9 Central Jakarta. The reason researchers chose at that place was that based on an initial survey the researchers conducted at that place had a problem.

Regarding the performance of employees including, excessive workload, low organizational commitment, the implementation of organizational culture that is less appropriate and low work motivation.

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Besides, this place was chosen because of the affordability factor, namely, the willingness of the DKI Jakarta Regional Civil Service Agency for researchers to research the institution, making it easier to collect data for research.

The method used in
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	41.710	5.878		7.096	.000
Motivation work	.513	.069	.599	7.413	.000

a. Dependent Variable: The performance

This research is a survey with a correlational approach. The reason researchers use this method because it is following the objectives to be achieved, namely to determine the relationship between the independent variables with the dependent variable. According to Sugiyono said that "Purposive sampling is a sampling technique with certain considerations"¹¹.

The population in this study were all employees in the Regional Personnel Agency in Jakarta, amounting to 100 people.

RESEARCH RESULTS AND DISCUSSION

1. Linear Regression Equations Simple.

Table 1. Regression Equation Test

Simple Linear X1 with Y

Based on the results of a simple linear regression analysis using SPSS 22.0 obtained a linear regression equation of the relationship between organizational culture (X1) and performance (Y), which is $Y = 43.330 + 0.499 X1$.

Table 2. Simple Linear Regression Equation Test X2 with Y.

Meanwhile, obtained a simple linear regression equation for the relationship of work motivation variables (X²) with performance (Y) can be obtained linear regression equation, which is $Y = 41.710 + 0.513 X^2$.

2. Multiple Linear Regression Equations

Table 3. Test Linear Regression Equations Multiple. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21.817	6.446		3.384	.001
Culture Organization	.357	.068	.401	5.248	.000
Motivation Work	.394	.065	.460	6.020	.000

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Based on the results of multiple linear regression analysis that aims to determine the organizational culture (X1) and work motivation (X2) on performance (Y) using SPSS 22.0 can be obtained multiple regression equations, namely $\hat{Y} = 21.817 + 0.357 X_1 + 0.394 X_2$.

3. Simultaneous Significance Test (Test F)

F test or regression coefficient test used to determine the effect of independent variables on variables.

Coefficients

Model	Unstandardized Coefficients		Standard Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	43.330	6.256		6.926	.000
Organizational Culture	.499	.074	.561	6.706	.000

a. Dependent Variable: The Performance dependent, whether there is a significant influence or not.

Tabel 4. Simultaneous Significance Test (F test) ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	376.097	2	188.048	48.687	.000 ^b
Residual	374.653	97	3.862		
Total	750.750	99			

a. Dependent Variable: The Performance

b. Predictors: (Constant), Work Motivation, Organizational Culture

Based on the table of significance test results Simultaneously it can be seen that $F_{count} = 48.687 > F_{table}$ value = 3.09 it can be concluded that organizational culture and work motivation simultaneously affects performance.

4. Partial Significance Test (t Test)

The partial significance test is carried out to determine whether the independent variable (X) has a real or significant influence on the dependent variable (Y), the test is carried out using a t test at the 0.05 significance level.

Tabel 5. Partial Significance Test (t Test)

Model	Unstandardized Coefficients		Standard Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21.817	6.446		3.384	.001
Organizational Culture	.357	.068	.401	5.248	.000
Work	.394	.065	.460	6.020	.000

A. Dependent Variable: The Performance

In the statistically significant table of 0.05 where $df = n - k - 1$ (n is the amount of data and k is the number of independent variables) or $100 - 2 - 1 = 97$, we get a table of 1.66071. Results from significance

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test tables. the partial above obtained tcount from the organizational culture of 5,248 > ttable = 1.66071. So, it can be concluded that there is a positive relationship between organizational culture and performance. Meanwhile, based on the output above it can be seen that tcount from work motivation 6,020 > ttable = 1,66071. Thus, it can be concluded that there is a positive relationship between work motivation and performance.

5. Correlation Analysis Test
Table 6. Double Correlation Analysis Test

Correlations

		Organizational Culture	Work Motivation	The Performance
Organizational Culture	Pearson Correlation	1	.347**	.561**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Work Motivation	Pearson Correlation	.347**	1	.599**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
The Performance	Pearson Correlation	.561**	.599**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the table of multiple correlation test results can be seen that between

organizational culture (X1) with performance (Y) significance value of 0,000 < 0.05 which means there is a significant correlation. Furthermore, between work motivation (X2) and performance (Y) the significance value is 0,000 < 0.05 which means there is a significant correlation. Finally, between organizational culture (X1) and performance (X2) has a significance value of 0,000 < 0.05. That is, there is a significant correlation.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 ^a	.315	.308	2.292

- a. Predictors: (Constant), Organizational culture
- b. Dependent Variable: The performance.

From the calculated table of the coefficient of determination, test results can be seen the value of R Square (R²) of 0.315. This shows that the influence between organizational culture variables (X1) on performance is 31.5%. While the rest is influenced by other variables outside the organizational culture variable.

6. Determination Coefficient Test.

A. Coefficient of Determination Overall.

Table 7. Determination Coefficient Test Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 ^a	.501	.491	1.965

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- a. Predictors: (Constant), organizational culture,
 b. Dependent Variable: Performance

From the table, calculate the coefficient test determination can be known as the value of R Square of 0.501. So that influence of cultural variables organization and work motivation simultaneous to performance, which is 50,01% while the remaining 49,9% is influenced by other variables outside the variable organizational culture and work motivation.

b. The Coefficient of Determination X1 against Y.

Table 8. Determination Coefficient Test Organizational Culture (X₁) against Performance (Y) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 ^a	.315	.308	2.292

c. The coefficient of determination X2 with Y.

Table 9. Test coefficient of determination. Work Motivation (X₂) on Performance (Y) Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 ^a	.359	.353	2.215

- A. Predictors: (Constant), Work motivation.
 B. Dependent Variable: The Performance.
 From the table of the coeffi-

cient determination result can be known the value of R square is 0,359. Meanwhile, the equation is: $Y = 21,187 + 0.357 X_1 + 0.394 X_2$. From the results of the simultaneous test calculation (F_{test}) obtained $F_{count} = 48.687 > F_{table} = 3.09$ with the criteria for the correlation coefficient declared significant if $F_{count} > F_{table}$. The correlation coefficient is tested at a significant level ($\alpha = 0,05$). If H_0 is rejected, the correlation coefficient is significant. So, it can be concluded that there is a positive relationship between organizational culture and work motivation with performance.

Meanwhile, the calculations in this study can be seen that there is a positive relationship between organizational culture and the performance of employees of the Regional Civil Service Agency in Jakarta with a coefficient of determination (R^2) = 0.315. Regression equation $Y = 43.330 + 0.499 X_1$. From the results of the calculation of the partial significance test (t-test) obtained $T_{count} = 5,248 > t_{table} = 1,66071$ and declared significant if $t_{count} > t_{table}$. It is known that the correlation coefficient value between organizational culture variables (X1) to performance (Y) of 0.561 with a significance value of $0.00 < 0.05$ which means there is a significant correlation.

Calculations in this study can also be seen that there is a positive relationship between work motivation and performance in employees of the Regional Personnel Agency in Jakarta with a coefficient of determination (R^2) = 0.359. Regression equation $Y = 41.710 + 0.513 X_2$. The result significance test calculations partial (t-test) obtained $t_{count} = 6,020 > t_{table} = 1,66071$ and stated significant if $t > t_{table}$. Besides, it is known that the correlation coefficient between work motivation (X2) and performance (Y) is 0.599 with a significance value of

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0.00 <0.05, which means there is a significant correlation.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on theoretical studies and descriptions of research results that have been described in previous chapters, it can be concluded as follows:

1. There is a positive and significant relationship between organizational culture and work motivation with performance on employees of the Regional Personnel Agency in Jakarta, which is 50.1%. While the remaining 49.9% is influenced by other variables not examined, one of which is organizational commitment.
2. There is a positive relationship between organizational culture and performance on employees of the Regional Personnel Agency in Jakarta. Performance is determined by organizational culture by 31.5% and the remaining 68.5% is determined by other factors not examined.
3. There is a positive relationship between work motivation and performance on employees of the Regional Personnel Agency in Jakarta. Performance is determined by work motivation by 35.9% and the remaining 64.1% is determined by other factors not examined.

Suggestion

Based on the conclusions and implications stated above, the re-

searcher has several suggestions that might be useful in improving the performance of Regional Personnel Agency employees, including:

1. For employees to improve the application of organizational culture in the agency in their daily work and always comply with applicable regulations.
2. Employees need to increase their work motivation to stay productive at work and provide the best for the agency.

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