

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND MOTIVATION ON EMPLOYEE PERFORMANCE ON ESAS MANAGEMENT JAKARTA

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Article Information Abstract

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The purpose of the study was to test and analyze the influence between the variables of organizational culture and motivation with the performance of PT Esas Management Jakarta employees. This study uses quantitative research methods, while data collection techniques are carried out by studying literature obtained from journals, books and other relevant information. The population in this study were employees of PT Esas Management located in Jakarta, while the samples were selected using a saturated sampling technique. The data were then analyzed using the SPSS 25 program. A classical assumption test that includes a normality test, a multicholnearity test, which is performed to obtain the feasibility of a regression model. While the purpose of this study is to answer the hypothesis in the f test and t test. The results of the study show that organizational culture has no significant effect on Esas Management. While the motivation variable has a positive and significant effect on the performance of Esas Management employees. Then, together organizational culture and motivation have a significant effect on employee performance in Esas Management.

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INTRODUCTION

The success of a company is not only seen from financial factors. There are many other factors that can lead to the success of a business. One of the factors that can help the success and progress of the company is the presence of human resources. Because employees are an important element that must be considered in determining the progress of the company, especially in the current global era, where business competition is getting tougher. Companies must improve the

employment of their employees. Therefore, the organization must provide guidance to employees to understand what tasks should be done and what should not be done, and be able to carry out their responsibilities. To achieve all that, it is necessary to build an organizational culture. Because organizational culture is a company character that includes a set of trust values in helping employees to know what actions can or cannot be done in a company environment.

Organizational culture is also needed in the company so that employees can socialize with the

environment around them and can carry out their duties according to the values prevailing in the organization and can uphold these values as guidelines for employees in carrying out their duties and responsibilities. In addition to organizational culture, the work motivation factor is also something that must be considered by the company. Because motivation can encourage employees to be better in the future. Thus they are able to carry out their obligations according to their hearts with sincerity. Because motivation is not only from within the human being, but also from outsiders (organizations), such as treating them humanely so that they can form a good performance, which is done in an organization.

Employee performance is part of the factors whose existence must be considered and implemented continuously by employees in the company, so that it can also affect the company's success rate in carrying out the business activities it is carrying out and as a source of company strength in conducting business competition.

Esas Management as a company engaged in education and training, in its daily life tries to apply elements of organizational culture as a whole that can be used as a reference by all employees in the company. Meanwhile, organizational culture is closely related to the ability of the company / organization in its goals, with norms that are acceptable and applied and can be carried out jointly by all elements of employees as a driver of creating a positive performance.

By realizing how important motivation and organization-culture are, companies should consider these two factors, because they can be a big trigger and passion for employee performance. This is what drives the organization to move forward and achieve its business goals.

Previous research (Winoto, 2020), the results of his research showed that these two aspects, namely organizational culture and work motivation had a significant and positive effect on employee performance at PT GCM. Institutions can consider and evaluate these two important aspects if they want to improve the professionalism and work performance of their employees.

In addition to Winoto, (Setiawan, 2015) in his research concluded that organizational culture and work motivation are positively related to employee performance. Meanwhile, there is

inconsistent research conducted by (Nasir, 2020) which proves that organizational culture has no effect on employee performance. The existence of this research gap makes researchers interested in conducting another study with the title "The Influence of Organizational Culture and Motivation on Employee Performance on Esas Management Jakarta"

METHOD

This research is a quantitative method, which is a research method using numbers starting with data collection, data interpretation and displaying the results of data management. This type of research uses descriptive analysis, which is a type of research that describes and describes the character of a variable. With multiple regression analysis with two free variables. Validity and reliability tests are used to test the reliability of questionnaire question items. Classical assumption tests that include normality tests, multicollinearity tests are carried out to obtain the feasibility of regression models. Meanwhile, to answer the purpose of the study, the f test and the t test against the research hypothesis were carried out.

The population is all Esas Management employees. Data retrieval technique using questionnaires. To measure each variable, this study uses the scale of the instrument used, namely the Likert Scale, to determine the relationship between variables by conducting validity, reliability, multiple linear regression, F-Test, t-Test, and Coefficient of Determination tests.

Population and Sample

Population

According to (Sugiyono, 2019), population is a generalized area of an object / subject that has a certain magnitude and nature determined by the researcher after which conclusions are drawn. The population in this study was 43 Esas Management employees, located in Jakarta. Since the total population is less than 100, then the entire population is sampled in the study.

Sample

The sample design used in the study was saturated sampling, where all members of the population as samples. This is often done when the population is relatively small. Another term for

saturation sample is census (Sugiyono, 2019).

Measurement of research instruments

The measurement scale uses a likert scale to measure the attitudes, opinions, and perceptions of people or groups about social phenomena. To make it easier to analyze data, a technique is used to manipulate ordinal data into intervals with the help of a likert scale, namely providing tiered assessments, such as the following:

Number 1 = Strongly Disagree (SD)

Number 2 = Disagree (D)

Number 3 = Hesitating (H)

Number 4 = Agree (A)

Number 5 = Strongly Agree (SA)

Description of Research Data

Research data is a questionnaire that is distributed or given to a number of respondents as many as 43 respondents in the object of study, with

the aim of collecting tendency information about respondents' answers to each of the variables that have been presented, and then statistical tests will be carried out based on the answer scores of respondents. So that the accuracy of the research test results can be described as the real situation.

Data Analysis

Data processing uses SPSS 25 which can explain the variables studied, namely free variables and bound variables. Where in the end the results of data input can be used as outputs (Output) as material for discussing this research test.

RESULT AND DISCUSSION

Validity Test

The results of the validity test of free variables and bound variables in table 1 show that all variables X1 are valid. Because the value of r counts > the value of r of the table which is 0.3008.

Table 1. Validity Test Results (X₁) Organizational Culture

No. Item	r Count	r Table	Information
P1.1	0.807	0.3008	Valid
P1.2	0.799	0.3008	Valid
P1.3	0.872	0.3008	Valid
P1.4	0.762	0.3008	Valid
P1.5	0.751	0.3008	Valid
P1.6	0.749	0.3008	Valid
P1.7	0.704	0.3008	Valid

When viewed in table 1 above, it is known that variables (X₁) are all valid. Because the r-count value > the r-table value is 0.3008.

Table 2. Validity Test Results (X₂) Motivation

No. Item	r Count	r Table	Information
P2.1	0.822	0.3008	Valid
P2.2	0.737	0.3008	Valid
P2.3	0.840	0.3008	Valid
P2.4	0.641	0.3008	Valid
P2.5	0.654	0.3008	Valid

Judging from table 2 above, it is known that all from the r value is calculated > from the table r value which Motivation variables (X₂) are valid, where the number is 0.3008.

Table 3. Validity(Y) Employee Performance Test Results

No. Item	r-Count	r-Table	Information
Y1	0.893	0,3008	Valid
Y2	0.822	0,3008	Valid
Y3	0.831	0,3008	Valid
Y4	0.531	0,3008	Valid
Y5	0.901	0,3008	Valid
Y6	0.835	0,3008	Valid
Y7	0.865	0,3008	Valid

From the results of the SPSS analysis of 25 tests validity of items, what must be considered is the correlation of each item with the total item. This value is then compared with r product moment table (at signification 0.05). The r value of the table obtained is 0.3008,. Thus, it can be concluded that the items of X 1, X2 and Y are valid.

Reliability Test

Reliability Test to find out whether a person is reliable or not. It is said to be reliable if the answer to a person's statement is consistent/stable at all times, the consistency of the answer if tested repeatedly on different samples the answer is the same. The results of the reliability test are:

Table 4. Reliability Test

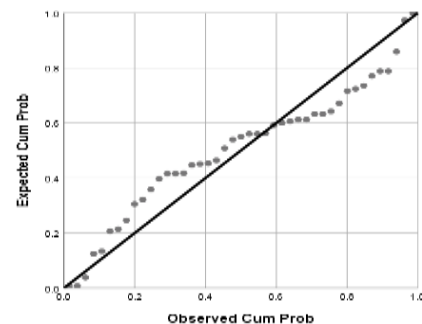
Cronbach's Alpha		N of Items
X ₁	0.891	7
X ₂	0.787	5
And	0.911	7

The reliability test results can be seen that there are X1, X2 and Y having cronbaach's alpha>0.60 values, which means that all variables are reliable.

Multiple Regression Classical Assumption Test Results

Normality Test

Normality test to test whether free variables and bound variables are normally distributed or not. The normality of the research data can be seen by recording the normal points of P-plot regression of dependent variables, standardized residuals.

**Figure 2. Normality Test Results**

In the P-plot normal graph figure shows that the normal graph of the plot shows dots spreading across the diagonal line area where the distribution follows the diagonal direction, thus meeting the assumptions of normality and regression can be used.

Multicholnearity Test

A multicholnearity test was performed to detect the correlation of free variables in the regression model. A good regression is required to see whether there is multicholnearity. Multicholnearity detection based on tolerance and VIF values. If the tolerance value > 0.1 and VIF<10, it means that the regression model is free of multicholnearity.

The coeffisien table shows tolerance values in the variables Organizational Culture(X 1) and Motivation (X2) both > 0.1. Likewise, VIFs are both < 10, so it is concluded that there is no multicholnearity in the regression model.

Multiple Linear Regression Analysis

In multiple regression, bound variables are influenced by two or more variables so that they are functionally related between the bound variable (Y) namely Employee Performance and the free

variabel i.e. organizational budaya (X1) and motivation (X2). To find out the effect, the following formula can be used:

$$Y = a + b_1 \cdot X_1 + b_2 \cdot X_2 + e$$

Regression analysis is used to find out how the relationship is partially between the two free variables and the bound variables. Here are the regression model test results:

Table 6. Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Itself.
	B	Std. Error	Beta		
(Constant)	1.065	2.280		0.467	0.643
Organizational Culture (X1)	0.049	0.128	0.049	0.385	0.702
Motivation (X2)	1.241	0.188	0.839	6.592	0.000

Based on the above processing, the test results are seen from the regression model with the following equation:

$$Y = 1.065 + 0.049 X_1 + 1.241 X_2$$

F-table = $f(k; n-k)$ is 3.23

Tabel F count = 67.602 and significant by 0.000, there is a significant level of 0.05, The result of the F-table is obtained a value of 3.23. Ftable > calculation (67.602 > 3.23), and a significance rate of 0.000 < 0.05, it was concluded

that organizational culture and motivation together affect the performance of Esas Management employees

T-Test

Test the regression coefficient partially, to determine the partial influence of 2 variables and motivation from employee performance. The test used a significance of 0.05. T table with n-k-1 free degrees then t table is 2.021

Table 7. T-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Itself.
	B	Std. Error	Beta		
(Constant)	1.065	2.280		0.467	0.643
Organizational Culture (X1)	0.049	0.128	0.049	0.385	0.702
Motivation (X2)	1.241	0.188	0.839	6.592	0.000

Based on the variable t-test (X1 against Y) it can be seen as a t-count of 0.385 and a significance of 0.702. So obtained the value of t-count (0.385) < t-table (2.021), significance (0.702) > 0.05 then H_0 is accepted, so it is concluded that organizational culture has no effect on employee performance.

As for motivation, according to the t test of the motivation variable (X2) on employee performance (Y) at a calculated t of 6.592 and t table 2.021. It means the value of t hitung (6.592) > t-table (2.021), which means that there is an influence between the motivation and the performance of the karywan.

Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	0,772	0,760	1,88447

a. Predictors: (Constant), TOTALX2, TOTALX1

b. Dependent variable : Y

Based on the data of the coefficient of determination of the summary model above, it can be seen that the correlation value (R) of the independent variable is to the dependent variable. In the table, it can be seen that the value of R is 0.878 which indicates the correlation with the free variable (X1 and X2) with the variable Y. R-square value of 0.772 means the influence of variables X1

and X2 on Y of 0.772 (77.2%) and the influence of other variables by 22.8%.

Analysis and Discussion

Based on the analysis and processing of statistical data, it can be described:

No	Model	t	Significance
Organizational Culture (X1)	0.128	0.385	0.702
Motivation (X2)	0.188	6.592	0.000

1. The influence of organizational culture on employee performance.

Kinerka employees are not influenced by organizational culture. This conclusion is seen from the results of the t-test which shows that the t-count value of organizational culture is less than t-table ($0.385 < (2.021)$) with a significance of more than 0.05 or ($0.702 > 0.05$), so the conclusion is that the culture of organization does not have an influence on employee performance.

Although cultural regression of organization (X1) has no effect on employee performance, the results of partial collerresi (outside the model) show that organizational culture variables are positively correlated to performance variables with a price r of 0.807. This means that in measuring performance variables, employees (Y) can use organizational culture variables or motivational variables by doing them separately or not together.

This research is in line with previous research conducted by (Nasir, 2020) which proved that organizational culture has no influence on employee performance. The main factor that makes organizational culture have no effect on employee performance is in carrying out the work employees do mostly individually both in lending,

controlling creditors, and processing creditor data. In other words, doing work is very lacking in terms of team orientation which is an indicator of organizational culture, even though organizational culture is one of the important things in improving employee performance because organizational culture will have a positive impact on employee behavior in carrying out tasks and improving performance. employees, organizational culture also functions as a medium that unites the organization and can control and shape the attitudes and behavior of employees. As the existing theory states that organizational culture functions as the core of the organization because there is a philosophy, mission and vision of the organization which, if internalized by all members of the organization, will become a force for the organization to compete or be competent.

2. Influence of Motivation on Employee Performance

Based on the t-test showed the result that the significance figure was 6.592, the T- table from the statistical table at a significance of 0.05 and a free degree of $n-k-1$ or $43-2-1 = 40$, while the result obtained for t table was 2.021. The value of t counts $> t$ table ($6.592 > 2.021$) and significance ($0.000 < 0.05$), then H_0 is rejected.

From the results of the analysis it can be concluded that motivation has an influence on employee performance. This is also seen from the results of a partial correlation between motivation variables and performance employees with an R value of 0.822.

This research is in line with previous research conducted by (Hasibuan & Silvya, 2019) which proves that motivation has an influence on employee performance. (Gultom, 2014) in his research concluded that motivation has a positive and significant effect on employee performance. This research supports previous research conducted by (Marpaung et al, 2014) concluded that motivation has an effect on employee performance.

3. The Influence of Organization-Culture and Motivation on

Based on the results of the above calculations that the F test calculated the $> F$ Table ($67.602 > 3.23$) and the significance of < 0.05 ($0.000 < 0.05$), then H_0 was rejected. So the conclusion drawn is that organizational culture and motives have a common influence on the performance of the work.

CONCLUSION

According to the results of the analysis and dissolution, it is concluded the results of the validity and reliability test show that all statements of each variable state that they are valid and reliable. so that questions on variables X1, X2 and Y can be continued for further research.

Based on the results of hypothesis tests it has proven that organization-culture does not have a significant influence on in Esas Management. Furthermore, based on the results of the tests above, it shows that the motivation variable has a positive influence f and significance on the performance of Esas Management employees. Together,(X1) and motivation(X2) have a significant influence on employee performance in Esas Management.

This is the same as the research from , which obtained the results of the study that the variables of organizational culture and varaibel motivation partially and significantly(Junita Sari, 2020) towards performance employee.

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