

The effect of organizational culture and work motivation on performance of office offices, Cilamaya Wetan, Karawang Regency

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ABSTRACT

This study aims to determine and analyze (1) whether organizational culture and work motivation have a partial effect on the performance of employees at the Cilamaya Wetan sub-district office in Karawang regency (2) whether organizational culture and work motivation have a simultaneous effect on the performance of employees at the Cilamaya wetan sub-district office in Karawang regency. (3) Which variable has the most influence on the performance of the Cilamaya Wetan District Office Employees, Karawang Regency. The research was conducted at the Cilamaya Wetan District Office, Karawang Regency. This research is quantitative. Determination of the sample is done by using a saturated sampling technique (census), which is as many as 45 employees. Data collection methods used are questionnaires and document studies. The analytical method used is descriptive statistical analysis and multiple linear regression analysis. The results of the study concluded that (1) Organizational Culture and Work Motivation, influenced the performance of the Cilamaya Wetan Office Employees, Karawang Regency. This means that high organizational culture, work motivation and discipline can improve the performance of Cilamaya Wetan District Office Employees, Karawang Regency (2) Organizational Culture and Work Motivation simultaneously have a positive and significant effect on the performance of Cilamaya Wetan District Office Employees, Karawang Regency (3) Work motivation is a variable the most dominant influence on employee performance

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1. INTRODUCTION

Good governance can be seen in the context of optimizing the implementation of its main functions for the existence of the apparatus in the government organization, especially in improving performance for services to the community. A government is considered effective if it can achieve its goals optimally, is able to adapt to its environment and can improve work performance and develop human resources. The existence of an organization or company in general has long-term goals based on economic motives to generate added value for economic benefits for stakeholders, including business partners and society in general. (Hill, 2017)

The success of achieving organizational targets is not only influenced by the available natural resources, but is also influenced by one of the quality factors of human resources (HR) which determine the planning, implementation, and control of organizational performance. The development and management of human resources is very much needed in Indonesia, with a large population, which is a productive source for the progress of the country. (Sinambela, 2017)

To realize the vision, mission, strategy, program that is planned, focused and sustainable. In order to provide certainty for long-term achievement, an agency or company requires carrying capacity in the form of four main pillars, namely quality human resources, integrated systems and technology, appropriate strategies and adequate logistics. Every organization needs to build professional and highly competitive human resources who will become the center of organizational excellence as well as support the competitiveness of the company or agency. Therefore, human resources in an organization must be managed properly. (Sinambela, 2017)

Things that need to be considered to maximize performance internally, we need to know the work motivation of employees so that productivity can be increased. Achievement of performance must be in accordance with organizational goals, the progress and success of the organization is very dependent on individual performance in this case, where the employee is able to work hard, be proactive, loyal and highly disciplined and responsible for tasks and work which in the end can achieve optimal performance so that positive impact on organizational performance. (Amalia et al., 2016)

Optimal employee performance improvement of employees to achieve organizational goals must also pay attention to several factors that affect employee motivation, namely workload, conducive work environment, work in accordance with employee competencies. Encouragement or motivation is needed in an effort to improve employee performance, motivation is a person's willingness to make high efforts to achieve organizational goals, which is conditioned by the ability of efforts to meet their needs. Motivation is closely related to employee performance, with employee performance motivation will increase. (Scientific, 2017)

Employee motivation is an indicator for improving agency performance, how the level of employee attendance is an indicator of employee motivation in carrying out their duties in the field, the achievement of employee performance is a reference in this study to see employee motivation. (Muchtar, 2017)

Organizational culture is an agreement with members in an organization or company so as to facilitate the birth of a broader agreement for individual interests. The virtue of organizational culture is the control and direction in shaping human attitudes and behaviors that involve themselves in an organizational activity. Individuals and groups of people will not be separated from organizational culture and in general they will be influenced by the diversity of existing resources as a stimulus for someone to act. (Parallel et al., n.d.)

The problem in this study is to determine the effect of organizational culture and work motivation on the performance of the Cilamaya Wetan sub-district office employees either partially or simultaneously.

2. METHOD

This type of research uses quantitative analysis using multiple regression analysis tools. The place of this research was carried out at the Cilamaya Wetan District Office which is located on Jl. Raya Cilamaya No. 131, RT.07/RW03, Mekarmaya, Cilamaya Wetan, Kabupaten Karawang, West Java 41384. Target/Subject of Research

In this study, the data sources to be taken are primary data and secondary data. And quantitative data is by distributing questionnaires to employees of the Cilamaya Wetan District Office, Karawang Regency. The data collection technique used in this study is a combination of the three, namely interviews, questionnaires and finally observation:

a) Interview

This interview is used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be investigated and also if the researcher wants to know things from the respondents who are more in-depth and the number of respondents is small.

b) Kuisoner

Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer.

c) Observation

This observation is carried out by looking directly at the field, for example the condition of the work space and work environment that can be used to determine an appropriate factor supported by interviews and questionnaires regarding employee performance appraisals.

The population in this study were all employees of the Cilamaya Wetan District Office, Karawang Regency, amounting to 45 employees. Total sampling or saturated sample was used in this study, the sampling technique was carried out by taking the entire population used as a sample. This technique was chosen because the population in this study was relatively small, so the entire population in this study was used as a sample. Thus the number of samples in this study were 45 employees at the Cilamaya Wetan District Office, Karawang Regency.

3. RESEARCH RESULTS AND DISCUSSION

3.1 Validity test

According to (Sugiono, 2016:126), which describes that the validity test is a test that can show the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher. It is known that the r table for N = 30 respondents, $df = N-2$ ($30-2$) = 28, using the distribution on the two-way test significance of 5% of 0.361. The following is the basis for the decisions taken, namely:

- If the calculated r value $>$ r table value, then the questionnaire is declared valid.
- If the value of r count $<$ from the value of r table, then the questionnaire is declared invalid.

Table 1. Results of the Validity Test of Organizational Culture Variables (X1)

Indicator		r hit	Sig	Ket
X1	X1.1	0,846	0,361	Valid
	X1.2	0,896	0,361	Valid
	X1.3	0,883	0,361	Valid
	X1.4	0,862	0,361	Valid
	X1.5	0,888	0,361	Valid
	X1.6	0,853	0,361	Valid
	X1.7	0,894	0,361	Valid
	X1.8	0,892	0,361	Valid
	X1.9	0,882	0,361	Valid

Source: Data processing results, SPSS2021

From the tested instruments, the correlation coefficient was determined using computer-assisted correlation analysis (SPSS-25), it turned out that all of the instrument items were declared valid.

Table 2. Validity Test Results for Work Motivation Variables (X2)

Indicator		r hit	Sig	Ket
X2	X1.1	0,757	0,361	Valid
	X1.2	0,838	0,361	Valid
	X1.3	0,710	0,361	Valid
	X1.4	0,871	0,361	Valid
	X1.5	0,743	0,361	Valid
	X1.6	0,875	0,361	Valid
	X1.7	0,904	0,361	Valid
	X1.8	0,868	0,361	Valid
	X1.9	0,847	0,361	Valid

Source: Data processing results, SPSS2021

From the tested instruments, the correlation coefficient was determined using computer-assisted correlation analysis (SPSS-25), it turned out that all of the instrument items were declared valid.

Table 3. Performance Validity Test Results (Y)

Indicator	r hit	Sig	Ket
Y.1	0,773	0,361	Valid
Y.2	0,766	0,361	Valid
Y.3	0,882	0,361	Valid
Y.4	0,841	0,361	Valid
Y.5	0,870	0,361	Valid
Y.6	0,894	0,361	Valid
Y.7	0,846	0,361	Valid
Y.8	0,794	0,361	Valid
Y.9	0,743	0,361	Valid

Source: Data processing results, SPSS2021

From the tested instruments, the correlation coefficient was determined using computer-assisted correlation analysis (SPSS-25), it turned out that all of the instrument items were declared valid.

3.2 Reliability Test

The reliability test is intended to determine the consistency of the instrument. All instruments are said to be reliable or have a high level of confidence, if the instrument gives a constant result. This means that the instrument is said to be reliable if it is tested on other subjects and at other times will have the same results. "An instrument is said to be reliable if the value of Cronbach' alpha () is greater than 0.6. After assessing alpha, then comparing this value with the critical number of reliability. The instrument used in the variable is known to be reliable if it has a Cronbach Alpha > 0.60".

Table 4. Reliability Test Results

No Item	Variable	Cronbach's Alpha Value	Description
1.	Organizational Culture (X1)	0,961	Realibel
2.	Work Motivation (X2)	0,941	Realibel
3.	Performance (X3)	0,787	Realibel

Source: Data processing results, SPSS2021

The table above can be concluded that all the variables used in this study are "reliable, because they have a Cronbach Alpha (α) value greater than 0.60. According to what is required by Ghozali" (2005:42) that a construct is said to be reliable if the Cronbach Alpha value is > 0.60.

3.3 Normality test

This test is carried out to see whether the regression model, the independent variable and the dependent variable have a normal distribution or not by detecting the test values of the Histogram Curve and the Normal Probability Plot Graph (Rifkhan, 2018). This normality test can be done by looking at the normality distribution graph and by doing the Kolmogorov-Smirnov test, with the following test criteria:

- Significant number (sig) < 0.05 then the data is normally distributed
- Significant number (sig) > 0.05 then the data is not normally distributed

Based on the test results using SPSS version 25, the following results were obtained:

Table 5 Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
	N		Unstandardized Residual
Normal Parameters ^{a,b}		Mean	,0000000
		Std. Deviation	2,89535135
Most Extreme Differences		Absolute	,136
		Positive	,136
		Negative	-,101
	Test Statistic		,136
	Asymp. Sig. (2-tailed)		,036 ^c
Monte Carlo Sig. (2-tailed)		Sig.	,346 ^d
	99% Confidence	Lower	,333

Interval	Bound	
	Upper	,358
	Bound	

Source: Data processing results, SPSS2021

The table above shows the significant value of Unstandardized Residual Kolmogorov Smirnov of 0.358, based on the results $0.358 > 0.005$, it can be concluded that the data is normally distributed. (Saepul Hamdani, 2014).

3.4 Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent). If the independent variables are correlated with each other, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables is equal to zero. (Sugiono, 2016).

Table 6. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8,171	2,702		3,024	0,004		
	Budaya Organisasi	0,333	0,104	0,394	3,215	0,003	0,486	2,056
	Motivasi Kerja	0,425	0,104	0,503	4,097	0	0,486	2,056

a. Dependent Variable: Kinerja

Source: Data processing results, SPSS2021

A regression model is declared free from multicollinearity if it has a tolerance value below one and a VIF value below ten. From the table above, it can be seen that all independent variables have a tolerance value below one, and the VIF value is less than ten. Which means that there is no multicollinearity in the variables X1, X2 and Y

3.5 Heteroscedasticity Test

The results of the heteroscedasticity test on accountants using the Glejser test

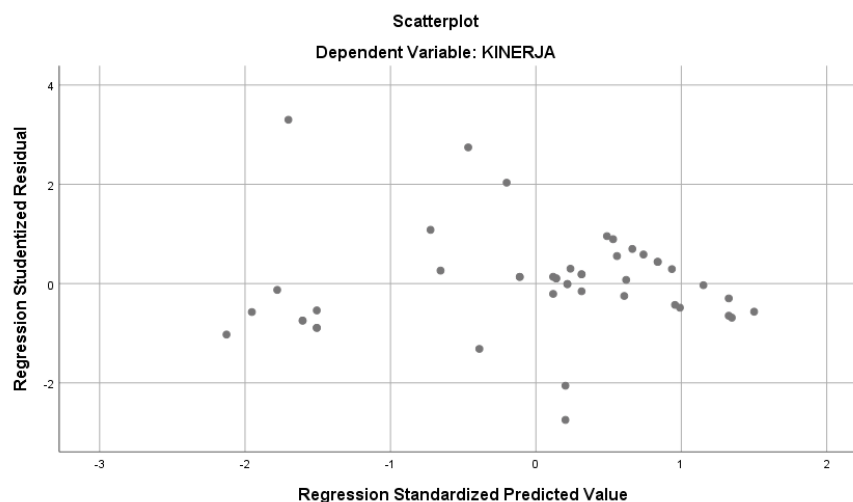


Figure 1. Glejser test

Based on the results of the heteroscedasticity test using the Glejser test, it was found that the data were spread above and below the zero point on the Y axis. So it can be said that there is no heteroscedasticity and the test results can be continued.

3.6 Multiple Regression Analysis

Regression analysis is an analysis used to measure the effect of the independent variable on the dependent variable, but there is another opinion from Sekaran which states that multiple regression analysis is to test the simultaneous effect of several independent variables on one dependent variable on an interval scale (Islamy, 2016). This influence measurement involves one independent variable (X) and a variable (Y) then it is called simple linear regression analysis, but if the influence measurement involves two or more independent variables (X1, X2 and so on) and one dependent variable (Y) then it is called regression analysis. multiple (Islamy, 2016)

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \varepsilon$$

From the results of testing data using SPSS 25, the following results are obtained:

Table 7. Regression Equation

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	8.171	2.702		3.024	.004
	BUDAYA ORGANISASI	.333	.104	.394	3.215	.003
	MOTIVASI KERJA	.425	.104	.503	4.097	.000

a. Dependent Variable: KINERJA

From the table above, we get the Regression Equation

$$Y = 8.171 + 0,333X + 0,425X + \varepsilon$$

The above equation can be explained as follows:

1. The value of 0.333 on the Organizational Culture variable (X-1) is positive, so it can be said that the higher the value of Organizational Culture, the higher the performance at the Cilamaya Wetan District Office.
2. The value of 0.425 on the work motivation variable (X-2) is positive, so it can be said that the higher the value of work motivation, the higher the performance at the Cilamaya Wetan District Office.

a. T test (Partial Test)

Partial test or t test (test significance of individual parameters) is used to test the effect of the independent variables on the dependent variable partially. The following are the results of the partial test analysis in this study:

Partial test decision:

a) If t count > t table and sig. < = 0.05 then H0 is rejected and H1 is accepted.

b) If t count < t table and sig. > = 0.05 then H0 is accepted and H1 is rejected.

Formula to find t table:

Degree of freedom (df) = number of samples (n) – independent variable (k) Df = n-k → 45 – 2 = 43 || the value of = 0.05 2-way test at df 43 = 2.016.

Table 8. T test (Partial Test)

Independent Variable	t count	t table	Sig.	Alpha	H1 result
Organizational Culture (X1)	3,215	2,016	0,003	0,05	Received
Work Motivation (X2)	4,097	2,016	0,000	0,05	Received

The table above shows that to see the results of this partial test, you must first find the t-count value to be compared with the t-table and look for the significance value. The independent variables that the researcher meant were the organizational culture variable (X1) and the work motivation variable (X2). The results of the partial test of the

organizational culture variable (X1) on employee performance (Y) have a t-count value of $3.215 > 2.016$ and a significance of $0.003 < 0.05$, so the conclusion of the partial test of leadership variables on employee performance has a positive influence and the hypothesis can be accepted. Furthermore, the results of the partial test of the work motivation variable (X2) on employee performance (Y) the t-count value is $4.097 > 2.016$ and for the significance value of $0.000 < 0.05$, the conclusion in the partial test of work motivation on employee performance has a significant positive influence and the hypothesis in this research is acceptable.

b. Test F (Simultaneous)

In the simultaneous test table (Test F) it is intended to determine whether the variables of Organizational Culture and Work Motivation together have an influence on employee performance. This simultaneous test or f test aims to see the effect of all independent variables together on the dependent variable. In this partial test, the ANOVA test model is used. Analysis of Variance or ANOVA is a model test carried out to see whether the model used is correct. The following are the results of the simultaneous test in this study: Simultaneous test decisions:

- a) If $F_{count} > F_{table}$ and $sig. < 0.05$ then H_0 is rejected and H_1 is accepted.
- b) If $F_{count} < F_{table}$ and $sig. > 0.05$ then H_0 is accepted and H_1 is rejected

Formula to find table F:

Df 1 = numerator || $df_1 = \text{number of independent variables} = 2$, then df_1 is equal to = 2. Df 2 = denominator || $df_2 = n - k - 1 \rightarrow 45 - 2 - 1 = 42$, then df_2 is = 42. After viewing the F test table, it can be seen that the results of df_1 and df_2 are = 3.22.

Output Anova :

Table 9. Test F (Simultaneous)

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	830,790	2	415,395	47,299	,000 ^b
	Residual	368,855	42	8,782		
	Total	1199,644	44			

- a. Dependent Variable: PERFORMANCE
 - b. Predictors: (Constant), WORK MOTIVATION, ORGANIZATIONAL CULTURE
- Simultaneous Test Results (F)

3.7 Discussion

Based on the results of the study, it can be seen that organizational culture has an influence on employee performance because it is positive, the better or better the culture in the organization, the employee's performance will increase. Based on the results, it is known that work motivation also has a positive effect on employee performance because the higher the work motivation, the higher the employee's performance. Simultaneously the influence of organizational culture and motivation has a greater influence on employee performance. So, based on the research results, organizational culture and work motivation have an effect on performance.

4. CONCLUSIONS

Based on the research above, it can be concluded that organizational culture and work motivation have a positive value on employee performance at the Cilamaya Wetan sub-district office, so that the better the organizational culture and work motivation, the better the employee performance will be. The weakness in this research is the influence of organizational culture and work motivation is of small value, this is probably due to the small dimensions of the variables used.

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