The Influence of Work Motivation and Organizational Culture on Employee Performance at PT. Taspen (Persero) Malang Branch Office

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Abstract:- Motivation, culture organizational a system of shared meanings embraced by members who distinguish the organization. "While performance can be defined as a result of work in quality and quantity that can be achieved by an employee in performing tasks in accordance with the responsibilities given to him". This type of research is "*explanatory research*, with a total sample of 67 out of populations. Primary data collection using a questionnaire. Analysis of research data using statistik deskriptif and inferential (SPSS 22.0). The research hypothesis ; "proves that "work motivation and organizational culture have a significant and partially simultaneous influence on employee performance". This study gives to ; "improve employee performance, it is necessary to build motivation (internal and external) efficiently by taking into account the factors (Maslow Ttheory)".

Keywords:- Work Motivation, Culture Organizational, Performance.

I. INTRODUCTION

A. Background

Motivation, namely things that cause, channel and support one's behavior to ; "Having the will and willingness to work, which is an important matter for the leadership. In connection with this with the existence of a system view of motivation will certainly be very useful for leaders to motivate subordinates appropriately ", (Mangkunegara, 2010).

"Work motivation is a factor that can encourage members of the organization to work harder to be more motivated to work then this will encourage increased employee performance. This motivation has two factors, namely internal motivation such as individual characteristics, and external factors such as work characteristics, work environment and others", (Hasibuan, 2012).

As stated by Armstrong, Michael (2008), that: "Activities directed at goals are motivated behaviors directed at achieving a goal. For that the company must pay attention to the work of employees, because the ups and downs of the work of employees will affect the achievement of the goals set by the company".

"High performance of an employee in addition to being determined by high work motivation, it requires a good organizational culture. Organizational culture is a system of spreading trust and values that develop within an organization and direct the behavior of its members. Organizational culture can be an instrument of competitive advantage, namely motivating employees, supporting organiza-tional strategies, and being able to answer or overcome challenges", (Cokin, 2012).

If the organizational culture created in an organization can be maintained and maintained as well as possible, then this will affect the perfor-mance of employees. A good organizational culture will improve a person's performance, conversely if the organizational culture is bad then the performance produced by someone will be less than optimal, (Robbin, 2008).

B. Problem Formulation
Based on the background description that has been described, then the problem is formulated:
➢ Is there a significant influence of motivation and organizational culture on employee performance ?
➢ Which of the motivations and organizational culture that have a dominant influence on employee performance ?

C. Research Purposes
Answering the formulation of the problem, the purpose of this study is to:
➢ Analyze and explain the significant influence of motivation and organizational culture on employee performance.
➢ Analyze and explain the dominant influence of motivation and organizational culture on employee performance.

D. Hypotheses
Supporting the formulation of the problem and the purpose of the study the following hypothesized models are made:
H1:   Is it suspected that work motivation has a significant effect on employee performance?
H2:   Is it suspected that organizational culture has a significant effect on employee performance?
H3:   It is suspected that motivation has a dominant effect on employee performance

II. LITERATURE REVIEW

A. Motivation

Motivation are the factors that exist in a person who moves their behavior to meet certain goals. The process of the emergence of one's motivation is a combination of the concepts of needs, encouragement, goals and rewards, (Sudarmo, 2010).

"In 1943, Maslow argued that human beings have an internal needs compelling them in the direction of self-fulfillment and personal superiority. He then came up with a opinion that there are five unique position of needs and once we to satisfy a need at one position of the hierarchy it will have an influ- ence on our attitude. At such stage our attitude starts to decrease, we now put more powerful influence for the need at the next stage up the hierarchy", (Maslo, 1994).

Fig 1:- Abraham Maslow's hierarchy of need.

- ➢ Biological and Physiological needs : "These needs are directly related to survival of individual or species. These are typically concrete needs such as eating, dressing and sleeping. The lack of these needs can cause bodily or make the human not to function up to capacity, physiological needs are thought to be the most important and must be met first".

- ➢ Security needs : "This type of need is to protect against various threats, if a person's security needs are relatively satisfied, their safety needs take precedence and dominate behavior. In the absence of physical safety due to war, natural disaster, family violence, childhood abuse, people may experience post traumatic stress disorder. The absence of economic safety due to safe- ty due to economic crises and lack of work opportunities, these safety needs will manifest itself in ways such as preference for job security"

- ➢ Social need of belonging to group : "It disclose the need of social dimension of the individual who needs to feel accepted by groups in his family, work, intimacy, friendship and associates. According to Maslow, human needs to feel and have the sense of belonging and been accepted among social groups in life they choose to belong or finds themselves in". these group maybe large or small, some large groups may include, religion group, co-workers, professional organi- sations, sports team or gangs, while small groups may include love relationship, members of the family, mentor, colleagues and confidants.

- ➢ The esteem needs, respect and trust : Human have a need to feel respected, this includes the need to have self-esteem and self-respect. "Esteem presents the typical human desire to be ac- cepted and valued by others. People usually involves themselves in a profession or hobby to gain recognition. These activities give the person a sense of recognition or value".

- ➢ Personal development : "According to Maslow, this need aims to get out of condition purely ma- terial to reach fulfillment. This level of needs is the desire to accomplish everything that one can and to become the most that one can be".

- ➢ Manullang (2010) states: "Motivation is a stimulant or driving force that stimulates or encourages employees to want to work with different facets between one employee and another sourced from one's internal and external sources".
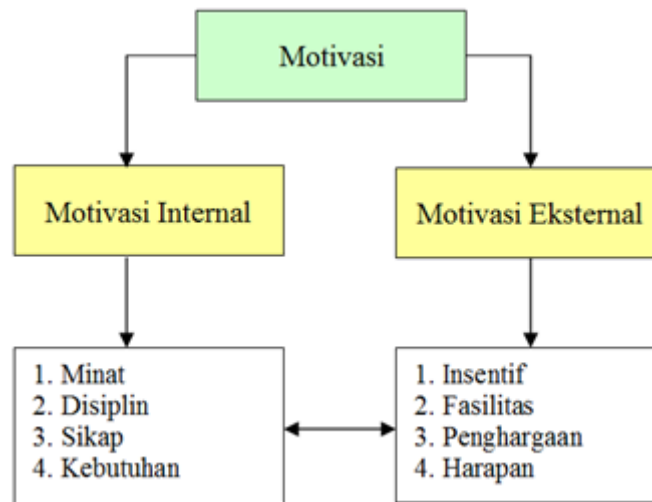
Fig 2:- Internal dan Eksternal Motivation

Based on the opinion above, "it can be seen that internal motivation is motivation that arises from within a person due to the desire / interest of someone to move forward and develop in their activities and work. There is an attitude to achieve or get the desire". There is a need that becomes a driving force towards achieving a goal.

B. Organization Culture

Tika (2016) defines organizational culture "as a system of shared meanings shared by members that distinguishes the organization from other organizations. Organizational culture can be said as a rule of the game that is in the company that will become the handle of human resources in carrying out their obligations and values to behave in the organization". These values are reflected in their daily behavior and attitudes while they are in the organization and when representing the organization dealing with outsiders.

In other words, organizational culture reflects the way employees do things (make decisions, serve people, etc.) Which can be seen in plain sight and felt especially by people outside the organization. Outsiders can actually recognize the culture of an organization once it enters the gates of an office. For example, how the staff receive guests, room conditions, uniforms, how to receive a telephone, etc. It can also be said that organiza-tional culture is an integrated pattern of human behavior within the organization including thoughts, actions, conversations that are learned and taught to the next generation, (Ndraha, 2008).

Robbins (2008) states that there are seven main characteristics overall that constitute the nature of culture, namely ; 1] Innovation and the courage to take risks (the extent to which employees are encouraged to be innovative and dare to take risks). 2] Attention to detail (the extent to which employees are expected to carry out precision, analysis and attention to details). 3] Results orientation (the extent to which manage-ment focuses more on results rather than the techniques and processes used to achieve these results. 4] people orientation (the extent to which

management decisions consider the effect of these results on people in the organization). 5] Team orientation (the extent to which work activities are organized on teams rather than individuals). 6] Aggressiveness (the extent to which people are aggressive and competitive rather than relaxed). 7] Stability (the extent to which organizational activities emphasize maintaining it the state in comparison with growth).

C. Performance

Performance shows the level of productivity or work performance of a person, the definition of performance as stated by Anthony (2007) states that: Performance is the level of ability of a person or organization in an organization to achieve goals effectively and efficiently or performance is the ability of an organization in use its capital effectively and efficiently in order to get maximum results.

Hasibuan (2012) states that: "performance is the result of work achieved by someone in carrying out the tasks assigned to him. Employee performance refers to the level of productivity or work performance of an employee.

Dessler (2000) defines performance based on management functions including : 1]. Planning, which is determining goals, policies and actions or implementation, work scheduling, budgeting, planning, procedures and programming. 2]. Investigating, gathering and preparing information for records, reports and accounts, measuring results, determining inventory, and inventory analysis. 3]. Coordinating, exchanging information with organizations in other parts of the organization to link and adjust the program, notifying other departments and relationships with other departments. 4]. Evaluating, evaluating and measuring proposals, observed or reported performance, employee appraisals, record evaluations, results, financial statement assessments and production checks. 5]. Supervising, directing, leading and developing your subordinates, guiding, training and explaining work rules to subordinates, giving work assignments and handling complaints. 6]. Staffing, maintaining the workforce in your

section, recruiting, interviewing and selecting new employees, placing, promoting and transferring employees. 7]. Negotiating a purchase, sale or contract for goods and services, connecting suppliers, bargaining. 8]. Representing, attending meetings with other organizations, business association meetings, speeches for community events, community approaches and promoting the general objectives of the organization.

Flippo in Notoatmodjo (2000: 185) provides several reasons for the need to assess work performance, namely; 1). Provides information as a basis for making decisions about promotions and salaries. 2). Provide opportunities to jointly review work-related behavior. and 3). It is possible to draw up a plan to improve each known definition.

III.　RESEARCH METHODS

A. Type of research

If seen from the problems that have been described, to answer the research objectives, the types used in this study are:

"Explanatory design is typically used to explain and interpret quantitative results by collecting and analyzing follow-up qualitative data. It can be especially useful when unexpected results arise from a quantitative study. In this case, the qualitative data collection that follows can be used to examine these surprising results in more detail, (Creswell, 2015).

The study was conducted for one month, namely January 2020 with the following variables. The number of questions asked to respondents was 40 questions, with the choice of the answer interval that has been provided using a "Likert scale" consisting of five alternative answers. Research variables and indicators as presented in the following table.

Consept	Variabel	Indikator
Motivasi	Work Motivation (X_1)	1. Self Actualization $(X_{1.1})$ 2. Esteem Needs $(X_{1.2})$ 3. Belonging and Love Needs $(X_{1.3})$ 4. Safety Needs $(X_{1.4})$ 5. Biological and Physiological Needs $(X_{1.5})$
Organizational culture	Organizational culture (X_2)	1. Rules and Norms $(X_{2.1})$ 2. Habits that develop $(X_{2.2})$ 3. Courage to take risks $(X_{2.3})$ 4. Result orientation $(X_{2.4})$ 5. Team orientation $(X_{2.5})$
Performance	Performance Employee (Y)	1. Qualitas $(Y_{1.1})$ 2. Quantitas $(Y_{1.2})$ 3. Timeliness Results $(Y_{1.3})$

Table 1:- Variable Research and Indicators
Source : research processed, 2020.

The number of samples of this study were 67 employees (total sampling), primary data were collected using a questionnaire (test instrument) and supported by documentation as secondary data. Analysis of research data using inferential statistical analysis with software *Statistic Package for the Solution Sciences* (Santoso, 2011).

IV.　RESULTS AND DISCUSSION

Respondents in this study amounted to 37 people consisting of teachers and employees of with different backgrounds as presented in the following table.

Based on the table 2 above most of them are men (70.3%), with ages between 40-50 years (56.8%) with a Bachelor's degree (56.8%).

No	Inoformation		Amount	Percentage
1	Gender :			
	a. Male		42	62.7%
	b. Famale		25	37.3%
		Amount	67	100%
2	Age :			
	a. 17 - 25 years old		4	6.0%
	b. 25 - 35 years old		19	28.4%
	c. 35-50 years		42	62.7%
	d. More than 50 years		2	3.0%
		Amount	67	100%
3	Education:			
	a. Elementary school		-	-
	b. Middle school		-	-
	c. High school		7	10.4%
	d. Diploma		9	13.4%
	e. Bachelor		51	76.1%
		Amount	67	100%
4	Years of work :			
	a. Less than 5 years		4	6.0%
	b. 5-10 years		41	61.2%
	c. 10-20 years		19	28.4%
	d. More than 20 years		3	4.5%
		Amount	67	100%

Table 2:- Overview of Respondents
Source: Primary data processed, 2020

The test results of the research instruments (validity and reliability) are presented in the following table.

No	Variabel	$r_{count\ it}$	Alpha Cronbach
1	Work Motivation (X_1)	0.764	0.767
2	Organizational Culture (X_2)	0.711	0.724
3	Performance Employee (Y)	0.669	0.693

Table 3:- Test Instruments
Source : Primary data processed, 2020

Based on the table above the instrument is declared valid with r count > 0.500 and reliable with Alpha Cronbach > 0.600.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.473	2.967		5.552	.000
	X1	.695	.167	.533	4.149	.000
	X2	.551	.215	.452	2.558	.003

a. Dependent Variable: Y

Table 4:- Inferential Statistical Analysis
Source : Primary data processed, 2020

Based on the table in the motivation variable has a tcount of 4.149 and organizational culture has a tcount of 2.558 greater than table (2.035) with a significance of 0.000 then a significant effect on performance.

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797a	.683	.330	1.776

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417a	.402	.199	.850
2	.380b	.281	.131	.927

Dependent Variable: Y

Table 5:- Analysis of the Coefficient of determint
Source : Primary data processed, 2020

Based on the table in motivation and work culture variables affect the performance of 68.3%. It is also known that motivation influences 40.2% of the work and organizational culture 28.1% affects performance. Based on table 5, the research hypothesis is proven that:

H1: Work motivation has a significant effect on employee performance with a tcount of 4.149 and P value of 0.000

H2: Organizational culture has a significant effect on employee performance with a tcount of 2.558 and P value 0.003

H3: Motivation has a dominant effect on employee performance in the motivation variable has a tcount of 4.149 and organizational culture has a tcount of 2.558 greater than ttable (2.035) with a significant 0.000 then a significant effect on performance.

In accordance with the results of this study it is clear that motivation is something that can cause impetus that arises from within a person or from outside to carry out an activity. "Physiological needs are the most basic human needs to be able to survive, the need for security is the need for security, both when they are still able to work and when they are no longer able to work (retired)".

Social needs are the need for friendship, affiliation and closer interaction with others, based on research that the author has done, it is found that the close relationship of cooperation, both between superiors and between colleagues creates good relationships also outside hours work. They also form various informal associations, for example sports associations (badminton, volley ball and soccer) and other associations.
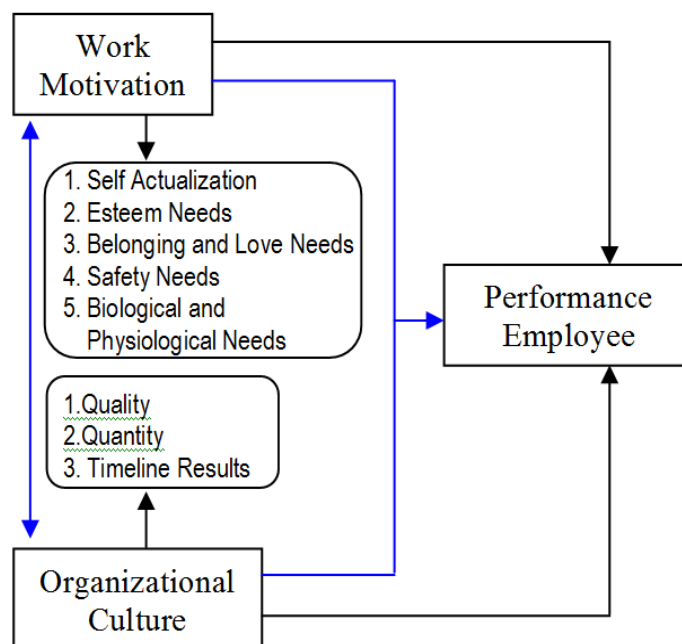

Fig 3:- Recommended Model Research

Organizational culture is a set of assumptions, perceptions and beliefs of members of the organization or employees that affect the behavior of members of the organization or employees in an organization or company. Strong or weak organizational culture in a company that is how employees perceive the organizational culture so that it will affect the behavior of employees in a company.

Given the organizational culture is an agreement with the members in an organization or company, making it easier for a broader agreement for the benefit of individuals. The primacy of organizational culture is the controlling of rah rah in shaping human attitudes and behaviors that involve themselves in an organization's activities. Individual and group individuals will not be separated from organizational culture and in general they will be influenced by the diversity of available resources as a stimulus for someone to act (Koesmono, 2005).

V. CONCLUSION

The results of this study are in accordance with Maslow's toeri, as conveyed by Handoko, (2003), namely :
- Self Actualization
- Esteem Needs
- Belonging and Love Needs
- Safety Needs
- Biological and Physiological Needs

In order to increase work motivation, as Sudarmo said (2000), that the motivation process consists of several stages, namely:
- First, the emergence of an unmet need causes an imbalance in a person and tries to reduce it by behaving in a certain manner.
- Second, a person then looks for ways to satisfy that desire.
- Third, a person directs his behavior toward the achievement of goals or achievements in ways that he has chosen supported by the ability, skills and experience.
- Fourth, performance appraisal is carried out by oneself or others about their success in achieving goals.

This drive gives rise to a search behavior to find certain goals, which if achieved, will meet those needs and lead to stress reduction.

SUGGESTION

Motivation arises through a process, according to Robbins (2001), "states that motivation as a process of fulfilling needs, where needs are an internal condition that causes certain results to look interesting. An insatiable need creates tension that stimulates impulses in the individual".

Motivation are the desire factors in a person that can be used as a stimulant or stimulant to create enthusiasm and excitement at work, "so that they want to work together effectively and integrated to achieve satisfaction. In this case, the emergence of satisfaction in each person is not the same, where the difference in the level of satisfaction is influenced by the amount of rewards received, background and the level of creativity of the person concerned".

Aspects of organizational culture "also need to be considered, the primacy of organizational culture is the control of funds in shaping human attitudes and behavior that involve themselves in an organization's activities. Individual and group individuals will not be separated from organizational culture and in general they will be influenced by the diversity of available resources as a stimulus for someone to act".

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