

THE EFFECT OF WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE OF PT. ARTHAPRIMA FINANCE SUBANG BRANCH

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Abstract

In a company HR (Human Resources) performance must be very important for progress in the company, one can be said to have good performance if it can meet the targets made by the company. . The purpose of this research is to collect, process and analyze data and interpret it about the influence of work motivation and organizational culture on employee performance. Arthaprima Finance Subang Branch. The research methods used are descriptive methods and verifiive methods with data collection techniques conducted, namely the instructional interviews, questionnaires, and literature studies. The population in this study was 36 employees of PT. Athaprima Subang Branch. Data analysis techniques used multiple linear regression, analysis correlation coefficients. The results of this study showed that organizational motivation and culture simultaneously have a significant effect on the performance of EMPLOYEES of PT. Arthaprima Finance Subang Branch.

Keywords: *Motivation, Organizational Culture, Employee Performance.*

INTRODUCTION

The progress of a company is certainly determined by the performance of HUMAN RESOURCES in it. A person's performance can be said to be good if he can do the job well which means that he can meet the targets and targets set by the company. Therefore, it is expected that each individual can work as well as possible and keep his performance can continue to improve so that the company can compete with the times.

A company or organization can run and operate because there are activities of each individual in it. Companies can live and survive because there are human activities in them that are well structured. In order for the company to survive, the company is expected to be able to maintain the quality of human resources in it. The company must monitor its human resources so that its performance is maintained and every employee or individual in it can achieve the goals and targets that have been set. To improve employee performance, companies can make various efforts such as, training, education, compensation, creating a comfortable work environment, attention to work safety and motivational giving.

PT. Arthaprima Finance is a company that conducts motor vehicle financing, both new and used. In its journey the company focused financing on used vehicles such as trucks, pickups and city transportation. In addition, the company also finances private vehicles in a certain amount. PT Arthaprima has 71 (seventy-one) branch offices in every city in Indonesia, one of which is in the city of Subang for the past 3 (three) years PT. Arthaprima Finance Subang Branch has conducted sales of financing products to consumers domiciled in subang city.

As a growing company PT. Arthaprima Finance Subang Branch faces quite stiff competition with other financing companies. Thereare 3 indicators to find out whether or not employee performance in a company (Mangkunegara, 2009:75). The indicator is the quality of work, quantity of work and implementation of duties of PT Arthaprima Finance to record employee performance through the achievement of targets every month, the results of the performance assessment illustrate how the quality of employee work in PT Arthaprima Finance subang branch.

Performance appraisals are done to find out how well an employee is doing what should be done. In assessing its employees PT Arthaprima Finance Subang branch assesses by looking at aspects of how employees meet the targets determined by the company on the company's sales data. According to the explanation of the head of HRD (Human Resource Development) of PT Arthaprima Finance Subang branch, the target given is expected to be achieved.

Table 1. Sales Data of PT. Arthaprima Finance Subang Branch

Month	2018			2019		
	Target	Achievement	Percentage	Target	Achievement	Percentage
January	15	9	60%	24	13	56%
February	20	11	55%	22	8	36%
March	20	9	45%	30	10	33%
April	18	12	67%	-	-	-
May	5	3	60%	-	-	-
June	3	1	33%	-	-	-
July	5	4	80%	-	-	-
August	11	9	82%	13	6	37%
September	10	6	60%	16	9	56%
October	11	10	91%	31	14	45%
November	17	5	29%	31	30	96%
December	20	12	60%	26	11	42%
Total	155	91	59%	193	101	52%

Source: Data Processing Results(2021)

Data in table 1 shows that 2018 and 2019 were years in which employee performance was very low. Judging from the total presentation of targets that do not meet the target set by the company, namely 59% in 2018 and 52% in 2019 each year employee performance is still unstable(*fluctuating*).

From the above explanation it can be known that in 2018 and 2019 the targets set by the company cannot be achieved, In the last year, the resulting employee performance was not able to meet the targets set despite a slight improvement from the previous year. It can be concluded that the performance of PT Arthaprima Finance employees is not satisfactory.

LITERATURE STUDIES

Human Resource Management

Human resource management is a part of management science that focuses its attention on regulating the role of human resources in the activities of an organization. Human resource management has an important meaning for the success of the organization, where human resource management is not only the responsibility of the human resources department, but also all managers, experts or human resource professionals, and employees in the form of partnerships. "Human Resource Management is the science and art of regulating the relationships and roles of the workforce to effectively and efficiently help realize the goals of companies, employees, and society"(Hasibuan, 2007: 10). "The process of human management, through planning, recruitment, selection, training, development, compensation, career, safety and health and maintaining industrial relations until termination of employment to achieve corporate goals and improve stakeholder welfare" (Cashmere, 2016: 6).

The goal of human resource management is to increase human resource support to increase organizational effectiveness in order to achieve goals. The goal of human resource management is not only focused on the implementation of the organization, but also includes the inclusion of stakeholder objectives to the organization in order to be grouped on four types of objectives of human resource management, namely as follows (Nurdiansyah, 2012: 2012: 7-8):

1. This social purpose is intended for organizations to be socially and ethically responsible for the needs of the community such as environmental health programs, improvement of environmental facilities, and skills training.
2. The human resource management section is formed with the intention and purpose of helping an organization in order to achieve its goals. The human resources section can increase organizational effectiveness in the following ways:
 - a. Provide a well-trained and motivated workforce.
 - b. Use labor effectively and efficiently.
 - c. Develop and maintain the quality of working life by achieving job satisfaction in the company.
 - d. Communicate human resource policies to all employees.

3. Functional objectives are intended to maintain the contribution of human resource management at a level that is appropriate to the needs of the organization. The human resources management department must be able to take a management approach to keep the best people in the company from leaving the organization until retirement age and must also be able to act as a reality tester when line managers put forward new ideas for the expansion of the company's investments.
4. Human resource management workers must be able to identify the achievement of organizational goals by fulfilling the personal goals of everyone who works in the company. The more advanced the organization, the better the level of welfare of its employees. Goals cannot be achieved without the necessary human resources. Management Human resources must be part of the process that determines what is required by man, how to use humans, how to acquire them, and how to manage them and manage them. All of this is in human resource management activities.

Motivation for work

Motivation is a psychological process that can explain a person's behavior (Prasetyo, et al,2016:03). Behavior is essentially an orientation to one goal.

1. Physiological Needs: Such as, the need to be able to live, such as eating, drinking, breathing, shelter and so on.
2. Security Needs: These needs include the need for protection from the dangers of work accidents, social security, and old age guarantees if they are no longer working.
3. Social Needs: The need to socialize, friendship and interact more closely with others. Within the organization will be related to the need for a compact working group, good supervision, and recreation together.
4. Reward Needs: These needs include the desire to be appreciated, be respected for one's achievements, recognition of one's abilities and expertise and the effectiveness of one's work.
5. Self-Actualization Needs: These needs demonstrate the abilities, expertise and potential that a person possesses. A person who is dominated by the need for self-actualization prefers challenges and tasks in doing every job.

Organizational Culture

Organization refers to a system of mutual understanding held by members of an organization, which distinguishes that organization from other organizations (Robbins, 2002:279). Organizational culture is a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks, and reacts to its diverse environment (Kreitner and Kinicki, 2005: 79). A seven main characteristics which, on the whole, constitute the cultural nature of an organization (Robbins and Judge, 2008:256):

1. Innovation and the courage to take risks. The extent to which employees are encouraged to be innovative and take risks.
2. Attention to details. The extent to which employees are expected to run precision, analysis and attention to detail.
3. Orientation of results. The extent of focusing is more on the results than the techniques and processes used to achieve those results.
4. Orientation of people. The extent to which management decisions take into account the effect of such outcomes on people in the organization.
5. Team orientation. The extent to which work activities are organized on the team rather than on individuals.
6. Aggressiveness. The extent to which people are aggressive and competitive rather than relaxed.
7. Stability. The extent to which organizational activities emphasize maintained the status quo in comparison to growth.

Organizations form a number of functions in an organization, namely: a. culture acts as a determinant of boundaries, b. culture contains a sense of identity for members of the organization, c. culture facilitates the birth of a commitment to something greater than the interests of the individual, d. culture can improve the stability of social systems, and e. culture serves as a sense-making and control mechanism that guides and shapes employee attitudes and behaviors (Robbins and Timoty) , 2008: 262).

Performance

Performance is an overview of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization that are poured through the strategic planning of an organization. Performance can be known and measured if an individual or group of employees already has success criteria or benchmarks set by the organization. Therefore, if without the goals and targets set in the measurement, then the performance in a person or the performance of the organization is impossible to know if there is no benchmark of success. In addition to training, to achieve company goals and optimal performance, there is also a good motivation from employees. Kinerja is: "The results of work achieved by a person based on the requirements of work requirements (Wake up, 2012: 99). Requirements

are usually called work standards, which are the standards that a particular job expects to be completed and compared to the goals or targets to be achieved.

After the above definition of performance is outlined, performance measurements (Priansa, 2014:271) are as follows:

1. Quantity of work is related to the volume of work and productivity of work produced by employees in a given time bracket.
2. Quality of Work Quality is related to considerations of rigor, precision, neatness, and completeness in handling tasks in the organization.
3. Independence (Dependability) Independence is concerned with consideration of the degree of ability of employees to work and carry out tasks independently by minimizing the help of others. Independence also describes into the commitment possessed by employees.
4. Initiative initiative with regard to consideration of independence, flexibility of thinking, and willingness to accept responsibility.
5. Adaptability is concerned with the ability to adapt, considering the ability to react to changing needs and conditions.
6. Cooperation is related to consideration of the ability to cooperate with others. Are assignments, cover overtime wholeheartedly.

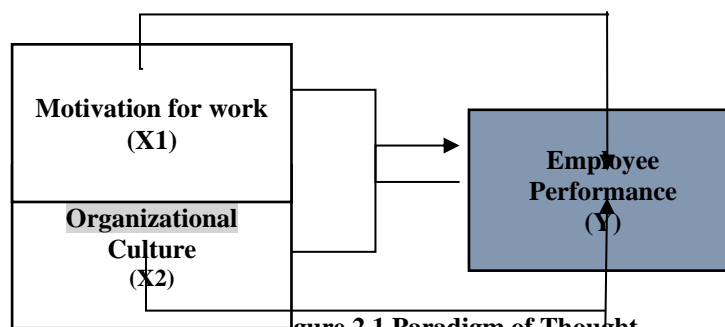


Figure 2.1 Paradigm of Thought

Hypothesis

- H1 Work motivation has a positive effect on employee performance.
 H2 Organizational culture positively affects employee performance.

RESEARCH METHODS

The research methods used are descriptive and verifiative methods. Methods are used to describe or analyze a research result, but are not used to make broader conclusions. This descriptive method is a method that aims to find out the nature and deeper relationships between two variables by observing certain aspects more specifically to obtain data that corresponds to existing problems with the purpose of research, where the data is processed, analyzed, and further processed on the basis of theories that have been studied so that the data can be drawn a conclusion (Sugiono, 2015:10). Verifikaitive Method is a method that is defined as research conducted on a particular population or sample with the aim of testing a predetermined hypothesis (Sugiyono, 2015: 10). Data collection techniques are reconstructed interviews, questionnaires, and literature studies. The population in this study was 36 employees of PT. Athaprima Subang Branch. After the author obtains the data, then the data is processed and analyzed using statistical formulas, namely correlation coefficient analysis, determination coefficient analysis, and hypothesis test. For qualitative data analysis, namely by describing the respondent's answer which is then presented in the form of a table.

RESULTS AND DISCUSSIONS

Test validity and reliability

The validity test of the research questionnaire items was conducted using *Pearson's Product Moment* correlation test. Test the validity of each item by relating the score of each item to the total employee score which is the number of scores per item. Furthermore, in providing an interpretation of the correlation coefficient, items that have a positive correlation with riterium (total score) and high correlation, show that the item has a high validity as well. So, if $r_{calculates} > r_{table}$, then in the instrument it is declared valid. r_{table} for n is 36 degrees of significance of 0.05. The results of reliability calculations using *Cronbach Alpha*, stated that the valuable Work Motivation amounted to 0.808, the Organizational Culture variable by 0.804, and the Employee Performance variable by 0.790. This value is greater when compared to the r_{table} of 0.60

(Ghozali, 2011). Then it can be concluded that the instruments used in this research questionnaire are reliable.

Respondents' Responses regarding Work Motivation

The author presents the results of the analysis in the form of an assessment table on Work Motivation based on the data collected, as follows.

Table 2 Recapitulation of Employee Statements On Overall Work Motivation (X1)

No.	Question	SS	S	CS	TS	STS	Average	Ket	
1.	I'm sure what I do will get good results.	13	17	4	2	0	3.88	Baik	
2.	I can be responsible for what I've done.	8	20	8	0	0	4.00	Baik	
3.	The task I will complete on time.	13	19	4	0	0	3.46	Baik	
4.	I do not mind if given the obligation to complete the work given by the superior	11	12	11	2	0	3.88	Baik	
5.	I don't mind being given a new job outside my field.	17	12	5	2	0	4.22	Sangat Baik	
	Average							3.89	Baik

Source: Primary Data of Processed Questionnaire Results

Based on Table 2, shows that Work Motivation in PT. Arthaprima Finance Subang Branch can be said to be good with an average value of 3.89 which is in the category of 3.40-4.19. This is based on employee responses that show that most employees strongly agree and agree with every statement on the Work Motivation variable.

Table 3 Recapitulation of Employee Statements Regarding Organizational Culture (Variable X2) Overall

No.	Question	SS	S	CS	TS	STS	Average	Ket	
1.	I was able to provide creative ideas to advance the company.	8	20	8	0	0	4.00	Good	
2.	The company directs my performance to conform to company rules	4	20	12	0	0	3.77	Good	
3.	Leadership provides the tasks given in accordance with the abilities possessed by his karayawan	7	21	8	0	0	3.97	Good	
4.	Leaders are firm in their decision-making.	13	17	6	0	0	4.19	Good	
5.	The company always provides additional compensation if I do work outside of working hours.	13	17	5	1	0	4.16	Good	
	Average							4.02	

Source: Primary Data of Processed Questionnaire Results

When viewed based on table 4.15 results of employee responses regarding Organizational Culture shows that organizational culture in PT. Arthaprima Finance Subang Branch can be said to be high with an average value of 4.02 which is in the category of 3.40-4.19. Employee awareness of PT. Arthaprima Finance Subang Branch will be the importance of organizational culture is actually high. This is based on employee responses that show that most employees agree and strongly agree with every question on the Organizational Culture variable.

Table 4 Recapitulation of Emploiness Statement Regarding Employee Performance(Y) Overall

No.	Question	SS	S	CS	TS	STS	Average	Ket
1.	I am able to adjust to the work environment and can interact well with other employees.	13	19	4	0	0	4.25	Excellent

2.	I can always get the job done well and right according to the targets set by the company.	13	20	3	0	0	4.27	Excellent
3.	I am happy with my current work and satisfied with the results I have achieved in this company.	10	21	3	2	0	4.08	Good
4.	I love interacting and working with others at work.	14	16	5	1	0	4.19	Good
5.	I can get more work done than targeted.	9	19	7	1	0	4.00	Good
Average							4.16	Good

Source: Primary Data of Processed Questionnaire Results

Based on Table 4.21, it shows that the performance of employees at PT. Arthaprima Finance Subang Branch can be said to be high with an average value of 4.16 which is in the category of 3.40-4.19. This is based on employee responses that show that most employees agree and strongly agree with every question on employee performance variables.

Multiple Linear Analysis

Table 5 Multiple Linear Regression Tests Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Itself.	
	B	Std. Error	Beta			
1	(Constant)	10.977	3.736		2.939	.006
	motivation	.085	.119	.114	.721	.476
	organizational culture	.398	.155	.407	2.577	.015

1. Constanta value of 10,977 shows employee performance of 10,977 influenced by organizational motivation and culture.
2. The work motivation value of 0.85 indicates a positive direction, then if the motivation increases, then employee performance increases by 0.85.
3. The organizational culture value of 0.398 indicates a positive direction, so if the organizational culture increases, then employee performance increases by 0.398.

The results with the table above show that the value of the significance of the influence of organizational culture (X2) on employee performance (Y) is $0.015 < 0.05$ and the value of $t_{\text{calculated}} 2,577 > 2.03452$ means that there is an influence between organizational culture (X2) and Employee Performance (Y) significantly. While the value of the significance of the influence of motivation (X1) on employee performance (Y) is $0.476 > 0.05$ and the value $t_{\text{calculated}} 0.721 < 2.03452$ means that there is no influence between motivation (X1) and Employee Performance (Y) significantly.

Table 8 Summary Models of Work Motivation Variables and Organizational Culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.494 ^a	.244	.198	2.37265

a. Predictors: (Constant), Organizational Culture, Motivation

Source: Primary Data of Processed Questionnaire Results

Based on the table above it can be known that the coefficient of determination obtained by 0.494 this means that 49.4% of Work Motivation and Organizational Culture can be obtained by employee performance variables, while the remaining 50.6% is contributed by other variables that were not examined in this study.

Discussion

1. Motivation to work at PT. Arthaprima Finance Subang Branch can be said to be high, although there are still below-average assessments that need to be improved. The average value of the overall is statement 3.89 which is at intervals of 3.40-4.19 that can be interpreted well. Based on the results of

calculations showed that the correlation coefficient (R) is 0.150. The value is at intervals of 0.00 - 0.199 which means work motivation (X1) has a very low relationship with employee performance (Y). The value $t_{Hitung}(0.882) < t_{Tabel}(2.03452)$ which means H_0 is accepted. Regression Test results, obtained the significance value of the Work Motivation variable of $0.384 > 0.05$ with a contribution of 0.114 to performance. Thus the variable Of Work Dicipline (X1) negatively affects the employee performance variable (Y) in PT. ArthaprimaFinance Subang Branch

2. Organizational culture in PT. Arthaprima Finance Subang branch can be said to be quite high, because there are still some below-average assessments that need to be improved. The average value of the overall alignment is 4.02 which is at intervals of 4.20 - 5.00 which can be interpreted very well. Based on the results of calculations showed that the correlation coefficient (R) is 0.485. The value is at intervals of 0.40 - 0.599 which means organizational culture (X₂) has a fairly strong relationship with employee performance (Y). The value $t_{Hitung}(0.485) > t_{Tabel}(2.03452)$ which means H_0 is rejected. Regression Test results, obtained the value of the significance of the Organizational Culture variable of $0.003 < 0.05$ with a contribution of 0.407 to performance. Thus the organizational culture variable (X2) has a significant effect on employee performance variables (Y) in PT. ArthaprimaFinance Subang Branch.

CONCLUSIONS AND SUGGESTIONS

Conclusion

The conclusions in this study regarding the motivation and organizational culture of the performance of EMPLOYEES of PT. Arthaprima Finance Subang Branch. Based on the results of research and discussion, it can be concluded as follows:

1. Motivation for PT. Arthaprima Finance Subang Branch can be said to be good, but there is still something to note regarding the statement "The task given I will complete ontime", because it has the lowest average value and less maximal. Lack of maximum motivation in PT. Arthaprima Finance Subang Branch can be caused by many aspects, including: aspects of age, length of time, and gender. So to be able to maximize the level of motivation there is still a lot to note, especially regarding the statement "The task given I will complete ontime", because it has the lowest average value.
2. Organizational culture in PT. Arthaprima Finance Subang Branch can be said to be high, but even though it has a high average yield, employees of PT. Arthaprima Finance Subang Branch can only be said to be quite understanding of the importance of organizational culture in doing the work. This is based on employee responses that show that most employees agree and strongly agree with every statement on the organizational culture variables. However, there is still something that needs to be considered in order to maximize the performance of PT employees. Arthaprima Finance Subang Branch through several aspects, namely: aspects of age, length of work, and gender, especially regarding the statement "The Company directs my performance to comply with company rules", because it has the lowest average value.
3. Employee performance at PT. Arthaprima Finance Subang Branch can still be said to be high, but there is still something to note to be able to maximize the performance of PT employees. Arthaprima Finance Subang Branch through several aspects, namely: aspects of age, length of work, and gender, especially regarding the statement "I can complete more work than targeted", because it has the lowest average value.
4. The results of this study showed that partially motivation had a positive but not significant effect on employee performance at PT. Arthaprima Finance Subang Branch. And partially the level of organizational culture has a positive and significant effect on employee performance. This shows that partially the influence of motivation on employee performance is smaller than the influence of organizational culture on employee performance. Arthaprima Finance Subang Branch.

Suggestion

Based on the results obtained from research and discussion on organizational motivation and culture towards the performance of EMPLOYEES of PT. Arthaprima Finance Subang Branch which is still considered not maximal, then the author can give some suggestions as follows:

1. For Agencies (PT. Arthaprima Finance Subang Branch)

According to the results of the test on the discussion, it is recommended pt. Arthaprima Finance Subang Branch to be able to increase motivation to the maximum. The magnitude of the link is less maximal motivation due to several aspects, namely aspects of age, aspects of old work, and aspects of gender. The company must be able to see if the motivations that have been shown by employees in the company are currently in accordance with the company's expectations, so that it can affect the performance of PT employees. Arthaprima Finance Subang Branch.

According to the results of the test on the discussion, it is recommended pt. Arthaprima Finance Subang Branch to increase the motivation owned by employees by providing more training or knowledge so that it can have a maximum effect on the performance of PT employees. Arthaprima Finance Subang Branch

2. For writers

This research is expected to be used as a material for the study and development of theory in human resource management science. In addition, it is expected to expand insights and knowledge related to organizational motivation and culture towards employee performance.

3. For Further Research

It is expected that researchers will not be fixated on using only two free variables such as this study, namely motivation and organizational culture, but can add factors or other free variables that may also affect employee performance such as work environment, compensation, leadership style, or discipline that can affect employee performance..

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