Proceedings of the International Conference on Multidisciplinary Science
https://ojs.multidisciplinarypress.org/index.php/intisari
Volume 1, Issue 1 (2024) pages 246-248

Optimization of Employee Performance

Anisa Tahara[1], Isa Indrawan[2]
Universitas Pembangunan Panca Budi, Indonesia
*Email Correspondence: anisatahara0111@gmail.com

Abstract
This research aims to see the influence between variables and the title Influence of Organizational Culture on Employee Performance Through Work Motivation as an Intervening Variable at the Bpjs Employment Sumbagut Regional Office, Case Study at the Tanjung Morawa and Pematang Siantar Branches. The type of research used is quantitative, this research was conducted on Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Tanjung Morawa Branch Office: Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Kec. Tj. Morawa, Deli Serdang Regency, North Sumatra. The population of this study was 65 employees and the sample of this study was 65 and used a saturated sampling technique. Primary data sources are research data sources and questionnaires are data collection techniques. Phat analysis is a research model. The results of this research are as follows: Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.881 and a P value of 0.000 <0.05. Organizational culture has a positive and significant effect on work motivation with an original sample value of 0.686 and a P value of 0.000 <0.05. Work Motivation has a positive and insignificant effect on Employee Performance with an original sample value of 0.064 and a P value of 0.189. Organizational culture has a positive but not significant indirect effect on employee performance through work motivation with an original sample value of 0.044 and a P value of 0.194.

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

INTRODUCTION

An organization is a container or facility consisting of several people and each activity is interconnected to achieve a common goal. Organizations are generally formal and informal. A formal organization is an organization that has clear principles, structures and procedures and is bound by rules to achieve common goals. Meanwhile, informal organization is a human communication system based on feelings of likes and dislikes, accompanied by an intimate psychological atmosphere, face-to-face contact and high morals.

Culture is a way of life that is developed and owned by a human group and passed down from generation to generation. Culture consists of many complex elements, including religious and political systems, customs, language, tools, buildings and works of art. Cultural elements have three forms, namely ideas, norms and rules that are used for symbolic activities in a community (Sumarto, 2019). Currently, the development of globalization is still very rapid, this phenomenon has a big impact on cultural change.

There are tasks within an organization that must be coordinated in order to achieve the goals of the organization being formed. Every organization of any type needs a management application to manage its tasks and resources. Every organization is full of human resources, some are managers and most are members or employees. Everyone in an organization communicates because communication is an integral part of an organization.

DOI: https://doi.org/10.5281/zenodo.12625334

Communication is like a system that connects people, between parts of an organization or like a flow that can improve the performance of people in an organization.

Currently, it is important to strengthen organizational culture so that organizational cultural values are not just a concept, but also become values that bring positive benefits to the company so that the company can maximize its potential and performance. Every employee can understand and apply the values of organizational culture so that they become part of the organization as a whole and behave in accordance with the values contained in the organizational culture. Organizational culture is a set of values shared within an organization to determine the level of how organizational members carry out activities to achieve goals by containing a set of symbols.

Motivation is a person's impulse through inspiration, or being driven to achieve quality results and maximum effort with sincerity, joy and sincerity in everything we do, work and activities. If this condition does not exist, employee work motivation will decrease, resulting in a negative impact causing poor employee performance.

Work motivation plays an important role in optimizing work efficiency and increasing work productivity in a company. Motivation is very important for companies that need to be paid attention to, if they want each employee to have a positive impact in contributing to achieving company goals because with motivation, employees have great enthusiasm in carrying out their duties.

The problem that occurs at BPJS Employment Sumbagut Regional Office in the Tanjung Morawa Branch and Pematang Siantar Branch is the inclusion of cultural values in an organization which can have a positive or negative impact on employee motivation and performance, because many companies have not maximized organizational cultural values. Employees who do not use cultural values at work cannot achieve a company's goals, so within the company there is a need for cultural values that can motivate and improve employee performance.

LITERATURE REVIEW

Employee performance

According to Burhannudin, et al (2019), employee performance is "the achievement of a person or group within an organization in completing their duties and responsibilities in order to achieve the organization's ideals legally, without breaking the law, and with morals and ethics."

Meanwhile, according to Maryati (2021), employee performance is "an achievement at a certain level in a job, program, policy that is in harmony with the realization of the company's targets, vision and mission and goals."

Based on the explanation above, employee performance can be concluded based on the definition of employees providing measurable results both in quantity and quality in carrying out the work responsibilities given to employees within time limits in accordance with all applicable regulations. Pay attention to morals and ethics to achieve company goals.

DOI: https://doi.org/10.5281/zenodo.12625334

Employee Performance Indicators

According to Maryati (2021), measuring employee performance requires paying attention to several indicators, namely:

1. Work quality

Shows the employee's ability in the results of the tasks that have been carried out, whether they are in accordance with what was ordered, and whether the employee is thorough, neat and complete in carrying out each task.

2. Work Quantity

More directed to how long an employee works or how many goods/services can be produced in a certain period of time.

3. Implementation of Duties

It is the extent to which an employee is able to persist in carrying out his work accurately and without errors when carrying out the work entrusted to him.

4. Responsibility

The extent to which employees are able to persist in carrying out their work accurately and there are no errors when completing work in accordance with operational policies applicable in the company.

Organizational culture

According to Chaeruddin (2019), organizational culture is defined as values or behavioral norms that are understood and accepted collectively as rules of behavior that exist by organizational members in the organization.

According to Hari (2015), Organizational Culture is a system that is shared by all members of an organization. Differentiating one organization from another. This is what the organizational culture looks like. The basic attitude of employees is to consider the interests of all employees.

Organizational Culture Indicators

According to Hari (2015) indicators of organizational culture are as follows:

1. Innovatively takes into account risks, such as:
   a. Create new ideas for company success
   b. Dare to take risks in developing new ideas
2. Results oriented, such as:
   a. Set targets to be achieved by the company
   b. Evaluation of the results of the work that has been carried out
3. Oriented to all employee interests, such as:
   a. Fulfills the need to run and do work
   b. Support employee achievements

4. Detail oriented on tasks, such as:
   a. Be thorough in doing your assignments
   b. Accuracy of work results

Work motivation

According to Pratiwi (2019), work motivation is a set of energetic forces that originate from within and outside the individual, to initiate work-related behavior in form, direction, intensity and duration."

According to Ferdinatus (2020), work motivation is something that must be built with a good personality or character, because encouraging work motivation that is based on wrong principles and reasons will result in personal and organizational losses."

From the definition above, it can be concluded that motivation is an encouragement or strength that exists in an individual to carry out an activity, characterized by the emergence of a feeling of desire to do a job so that it can influence behavior to achieve the goals that have been set.

Work Motivation Indicators

According to Pratiwi (2019), there are two groups of motivation indicators, namely innate motivation and learned motivation. Motivation is divided into two types, namely:

a. Intrinsic Motivation

Intrinsic motivation is something that arises without the need for external stimulation because it already exists within the individual, namely in line with his needs.

b. Extrinsic motivation

Extrinsic motivation arises due to stimulation from outside the individual, for example in the field of education there is a positive interest in educational activities arising from seeing the benefits.

From the above, it can be concluded that the motivation that exists within an individual has two groups, namely motivation that arises from within the individual and from outside the individual such as the environment so that they have a sense of enthusiasm to carry out an activity.

METHOD

Types of research

The type of research used by researchers is quantitative associative type. According to Sugiyono (2021), quantitative research is a scientific research method regarding phenomena that can be concrete, objective, rational, measurable and systematic. This method is used to research a certain population or sample, then collect data using research instruments, as well as quantitative or statistical data analysis aimed at testing hypotheses.

Population

The population of this study was 65 employees of BPJS Employment Sumbagut Regional Office, Tanjung Morawa Branch, 27 employees and Pematang Siantar Branch, 38 employees. According to Sugiyono (2021) population is a generalized area consisting of subjects or objects that have certain quantities and characteristics that are determined to be researched and then conclusions are drawn.

Sample

The samples from this research were all employees at the BPJS Employment Sumbagut Regional Office, namely the Tanjung Morawa Branch and the Pematang Siantar Branch, namely all respondents from a population of 65 employees. According toSugiyono (2021) samples are a number of elements that have characteristics and are part of the population.

Research place and time

The research was conducted in two places, namely the Pematang Siantar Branch Office, Jl. Sakti Lubis No. 5 Timbang Galung, Pematang Siantar City and Tanjung Morawa Branch Office: Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tanjung Morawa District, Deli Serdang Regency, North Sumatra.

Sample Technique

The sampling technique used was a saturated sampling technique where the researcher counted all the populations in the BPJS Employment Sumbagut Regional Office, namely the Tanjung Morawa Branch and the Pematang Siantar Branch as samples. Sampling in this study used a saturated sampling technique. According to Sugiyono (2021), saturated sampling is a sample that, if the number is increased, will not increase its representativeness so it will not affect the value of the information that has been obtained.

Data collection technique

Researchers carried out data collection techniques, namely by distributing questionnaires to obtain respondents' answers in conducting research and the research data sources used were primary data sources. According to Sugiyono (2021), to measure the attitudes, perceptions and opinions of research subjects regarding an event or issue that occurs in society, a Likert scale can be used. Primary data is data collected directly from data sources and provided directly to data collectors (Sugiyono, 2021).

Data analysis technique

Research data analysis techniques are procedures carried out after all the data collected has been obtained completely and will be used to answer the research topic. This research uses a partial data analysis method based on structural Equation Modeling (SEM) using the SmartPLS Version 3 program. Least Squares (PLS). A data analysis method called structural

DOI: https://doi.org/10.5281/zenodo.12625334

equation modeling (SEM) is used to assess data simultaneously in a relationship consisting of one or more independent or unmeasured variables (Nisa et al., 2021).

Test the Measurement Model (Outer Model)

This research uses an external model or also called a measurement analysis model to ensure the correlation between latent variables and indicators. The criteria used to measure the model realism test and instrument validity test obtained from indicator testing are as follows.

Validity test

The validity test is a measuring instrument that is tested for the level of effectiveness of the measuring medium to obtain valid data or not (Janna, 2021). The validity test is used to measure whether the questionnaire instrument used in this research is feasible and capable of presenting accurate data. There are two types of models for conducting validity tests, namely Convergent Validity and Discriminant Validity.

Convergent Validity

According to (Husnawati et al., 2019) convergent validity is useful for measuring the magnitude of the correlation between latent variables and their constructs, with standard loading factors. If there is an indicator that does not meet the requirements, it must be removed.

***Loading Factor*or Outer Loading**

Test convergent validity by looking at the loading factor score with the Rule of Thumb in assessing convergent validity which can be seen from the loading factor value between 0.6 - 0.7 for exploratory research. (Ghozali, Imam & Latan, Hengky 2017)

Average Variance Extracted (AVE)

The test requirements for using Average Variance Extracted (AVE) can be said to be valid. The value of each construct must be greater than 0.5. (Ghozali, Imam & Latan, Hengky 2017)

Discriminant Validity

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other variables. Dicriminant validity is measured through the cross loading value between the indicator and the construct (Ghozali, Imam & Latan, Hengky 2017).

Reliability Test

Reliability testing is a testing tool carried out in research to show the extent to which a questionnaire can be trusted and relied upon. This shows that to what extent the measurement results remain consistent when carried out with the same symptoms and using the same measuring instruments (Ghozali, Imam & Latan, Hengky 2017). It can be said that

a measuring instrument is reliable so it can produce consistent results even if measurements are carried out repeatedly.In the reliability test, two methods are used, namely, Cronbach Alpha, Composite Reliability. Composite Reliability means that each variable can be said to be reliable if it has a value >0.6 (Ghozali, Imam & Latan, Hengky 2017).

Structural Model Test (Inner Model)

The inner model is a model that is used to determine cause and effect between the relationships between latent variables. When testing using PLS, the R-square value is a goodness of fit test with this assessment looking at the R-square value for each dependent variable (Ghozali, Imam & Latan, Hengky 2017).

Hypothesis test

Hypothesis testing is an important procedure in statistics. In various tests, hypothesis testing can help in proving various things that will be studied whether the facts are true or whether they are just theories (Ghozali, Imam & Latan, Hengky 2017). In carrying out hypothesis testing using t-statistic values and probability values. Hypothesis testing for the statistical value for alpha is 5% or 0.05 (p-values < 0.05) and the value for the t-statistic is 1.96. The criteria in the hypothesis will be declared accepted if the t-statistic is > 1.96. (Ghozali, Imam & Latan, Hengky 2017).

RESULTS AND DISCUSSION

Outer Model Analysis

In testing the outer model, the aim is to see the validity and reliability of a model. This test analysis will look at the influence of Loading factors, Average Variance Extracted (AVE), and Discriminant Validity, as well as Composite Reliability.

Loading factor

Factor loading is the initial stage in testing the validity of a model, the condition for factor loading is that it must be > 0.6, so that the indicator is said to be valid. If it is not valid then it must be removed from the model (Husein. 2015). To find out the outer model analysis for this research, you can see the image below:

DOI: https://doi.org/10.5281/zenodo.12625334

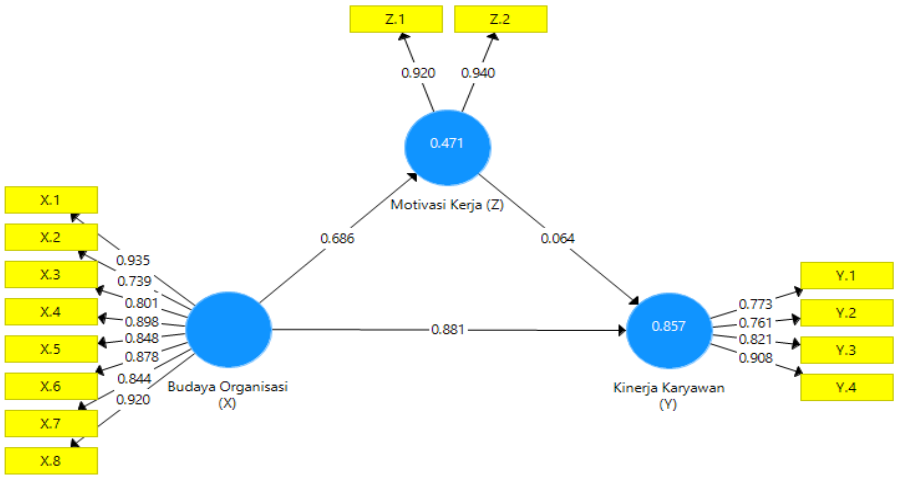

Figure 1. Outer Model
Source: Smart PLS 3.3.3

Table 1. Outer Loading

	Organizational Culture (X)	Employee performance (Y)	Work motivation (Z)
X.1	0.935		
X.2	0.739		
X.3	0.801		
X.4	0.898		
X.5	0.848		
X.6	0.878		
X.7	0.844		
X.8	0.920		
Y.1		0.773	
Y.2		0.761	
Y.3		0.821	
Y.4		0.908	
Z.1			0.920
Z.2			0.940

Source: Smart PLS 3.3.3

If you look at Table 1 above, it can be seen that in the latent variables for each variable, the loading factor value for each manifest variable is greater with a value of 0.7, which means that all indicators and loading factors have valid distributions. The regression equation from this research is as follows:

Substructure 1

Z = b1X + e1

DOI: https://doi.org/10.5281/zenodo.12625334

Z = 0.686X + e1

For substructure 2
Y = b2X + b3Z + e2
Y = 0.064X + 0.881Z + e2

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is the value used in convergent validity testing because the value is obtained from the results of convergent validity. In this research, the expected AVE value is > 0.5, and so if we look at the latent variable constructs, all constructs have values above 0.5 (or greater than 0.5). For more details, the AVE results can be seen in the table below. below:

Table 2. AVE value

	Average Variance Extracted (AVE)
Organizational Culture (X)	**0.740**
Employee Performance (Y)	**0.669**
Work Motivation (Z)	**0.865**

Source: Smart PLS 3.3.3

Because there are no problems with convergent validity, the next thing to be tested are problems related to discriminant validity.

Discriminant Validity

Discriminant validity can be tested by looking at the cross-loading table. This output is used to test discriminant validity at the indicator level with the condition that the correlation between the indicator and the late variable is > compared to the correlation between the indicator and other latent variables (outside the block). For more clarity, see the table below:

Table 3: Discriminant Validity

	Organizational Culture (X)	Employee performance (Y)	Work motivation (Z)
X.1	**0.935**	0.894	0.621
X.2	0.739	0.693	0.428
X.3	0.801	0.746	0.634
X.4	0.898	0.832	0.581
X.5	0.848	0.764	0.596
X.6	0.878	0.779	0.609
X.7	0.844	0.745	0.626

X.8	0.920	0.889	0.608
Y.1	0.685	0.773	0.628
Y.2	0.711	0.761	0.508
Y.3	0.769	0.821	0.500
Y.4	0.849	**0.908**	0.560
Z.1	0.605	0.563	0.920
Z.2	0.668	0.673	**0.940**

Source: Smart PLS 3.3.3

The results of the research above can be seen that the cross loading of the Organizational Culture variable is greater than the cross loading of other latent variables, the cross loading of the Employee Performance variable has a value greater than the cross loading of other latent variables, for the cross loading of the Work Motivation variable the value is greater than the cross loading of the latent variable others, meaning this research is discriminantly valid.

Composite reliability

To ensure that there are no problems related to measurement, the final step in evaluating the outer model is to test the unidimensionality of the model. This unidimensionality test was carried out using composite reliability and Cronbach's alpha. For both indicators the cutoff value is 0.7.

Table 4: Composite Reliability

	Composite Reliability
Organizational Culture (X)	**0.958**
Employee Performance (Y)	**0.889**
Work Motivation (Z)	**0.927**

Source: Smart PLS 3.3.3

Table 4 above shows that all constructs have composite reliability values above 0.7. therefore, no unidimensionality problems were found for each variable.

Inner model testing

Coefficient of Determination R2 (R-Square)

The goodness of fitting in PLS can be determined by the Q2 value. The Q2 value has the same meaning as the coefficient of determination (R-Square) in regression analysis.

Table 5. R Square Value

	R Square	**Adjusted R Square**
Employee Performance (Y)	0.857	0.853

DOI: https://doi.org/10.5281/zenodo.12625334

Work Motivation (Z)	0.471	0.462

Source: Smart PLS 3.3.3

In table 5 above there is an R square value for the Employee Performance variable with a value of 0.857 if made into a percentage of 85.7%, meaning that Organizational Culture and Work Motivation influence Employee Performance and the rest is in other variables. For the R square value of the Work Motivation variable, it is 0.471, if you change the value to a percent, the value is 47.1%, meaning that the influence of Organizational Culture on Work Motivation is 47.1% and the rest is in other variables.

Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X) -> Employee Performance (Y)	0.881	16,839	**0,000**	**Accepted**
Organizational Culture (X) -> Work Motivation (Z)	0.686	8,917	**0,000**	**Accepted**
Work Motivation (Z) -> Employee Performance (Y)	0.064	0.884	**0.189**	**Rejected**

Source: Smart PLS 3.3.3

In table 6 the direct influence is explained as follows:

1. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.881 and a P value of 0.000 < 0.05. So it can be explained that if organizational culture increases, employee performance will increase, conversely, if organizational culture decreases, employee performance will decrease.
2. Organizational culture has a positive and significant effect on work motivation with an original sample value of 0.686 and a P value of 0.000 <0.05. So it can be explained that if organizational culture increases, work motivation will increase, and conversely, if organizational culture decreases, work motivation will decrease.
3. Work Motivation has a positive and insignificant effect on Employee Performance with an original sample value of 0.064 and a P value of 0.189. So it can be explained that if motivation increases, it does not necessarily mean that employee performance will increase because motivation is not always successful in increasing employee performance.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X) -> Work Motivation (Z) -> Employee Performance (Y)	0.044	0.865	**0.194**	**Rejected**

Source: Smart PLS 3.3.3

In table 7 the indirect influence above can be explained as follows:

4. Organizational Culture has a positive but not significant indirect effect on Employee Performance through Work Motivation with an original sample value of 0.044 and a P value of 0.194. This means that work motivation is not an intervening variable because it cannot influence organizational culture and employee performance, so it can be concluded that organizational culture increases employee performance without motivation.

CLOSING

Conclusion

1. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.881 and a P value of 0.000 < 0.05.
2. Organizational culture has a positive and significant effect on work motivation with an original sample value of 0.686 and a P value of 0.000 <0.05.
3. Work Motivation has a positive and insignificant effect on Employee Performance with an original sample value of 0.064 and a P value of 0.189.
4. Organizational Culture has a positive but not significant indirect effect on Employee Performance through Work Motivation with an original sample value of 0.044 and a P value of 0.194.

Suggestion

1. For organizations, this research is expected to be used as suggestions and input for organizations so that the organization can improve in the future and correct mistakes that have occurred and will not be repeated.
2. For future researchers, it can be used as reference material to create new research with new models and new research titles.

REFERENCES

Sumarto., (2019), "School Quality Management Through Implementation of Work Programs", (Journal of Literacy), 2(2): 13-13, 2019.

Afandi. P (2018). "Human Resource Management (Theory, Concepts and Indicators)". Yogyakarta: Nusa Media.

Sulaksono, Hari., (2015). "Organizational Culture and Performance". Yogyakarta: Deepublish.

Chaerudin, Ali., (2019). "HR Education and Training Management". Sukabumi: CV. Member footprint.

Rama, Ali and Yusuf, Burhanuddin., "Construction of Islamic Human Development. (2019). King Abdulaziz University Journal: Islamic Economics, Vol. 32, no. 1, 2019.https://ssrn.com.abstract=3465601

Maryati, Tri., (2021). "Organizational Culture, Work Environment, Job Satisfaction and Employee Performance. Yogyakarta: UMY PRESS.

Ghozali, Imam & Latan, Hengky (2017), Partial Least Square: Concepts, Methods and Applications using the WarpPLS 5.0 program, 3rd Edition, Semarang: Diponogoro University Publishing Agency

Husnawati, Tentama, F., & Situmorang, NZ (2019). Testing the Validity and Reliability of the Hope Construct. Journal of Applied and Educational Psychology, 1(2), 128. https://doi.org/10.26555/jptp.v1i2.15136

Janna, N.M. (2021). Concept of Validity and Reliability Testing Using pls. Darul Da'wah Wal-Irsyad (DDI) Journal, 18210047, 1–12.

Nisa, M., Sudarno, S., & Sugito, S. (2021). Moderating Structural Equation Modeling with Partial Least Square in Modeling the Acceptance and Use of Digital Wallets in the City of Semarang. Gaussian Journal, 10(1), 66–75.

Sugiyono, (2021). Quantitative Qualitative Research Methods and R&D (M.Dr. Ir. Sutopo, S.Pd (ed); 2nd ed)