Proceedings of the International Conference on Multidisciplinary Science
https://ojs.multidisciplinarypress.org/index.php/intisari
Volume 1, Issue 1 (2024) pages 331-341

Improving Employee Performance Through Work Motivation

Heru Fajrin[1], Mesra B[2]
Universitas Pembangunan Panca Budi, Indonesia
*Email Correspondence: mesrab@dosen.pancabudi.ac.id

Abstract
This research was conducted to determine the influence of organizational culture, work motivation on employee performance.In observations conducted by researchers at BPJS Employment Padang Sidimpuan and Lhokseumawe Branch Offices, there is an organizational culture phenomenon within it that has an influence on employee motivation and performance. There are differences in organizational culture within BPJS Employment Padang Sidimpuan and Lhokseumawe Branch Offices and other company offices. This can be seen from differences in employee behavior to the regulations within them. As happened at the Padang Sidempuan branch of BPJS, where the employees' behavior was more communicative with each other than with the Lhoksumawe branch. Another difference is that the working hours at the Lhoksumawe branch of BPJS are more flexible than those at the Padang Sidempuan branch. This different organizational culture will of course result in different motivation and performance in each branch. Therefore, researchers are very interested in taking up this discussion. Based on the above background, the author is interested in conducting research entitled "The Influence of Organizational Culture on Employee Performance with Work Motivation as an Intervening Variable at "BPJS Employment Padang Sidimpuan and Lhokseumawe Branch Offices" 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 0.442 and a p value of 0.000. Organizational culture has a positive and significant effect on work motivation with an original sample value of 0.900 and a p value of 0.000. Work Motivation has a positive and significant effect on employee performance with an original sample value of 0.529 and a p value of 0.000. Organizational culture has a positive and significant indirect effect on employee performance through employee performance with an original sample value of 0.476 and a p value of 0.000.

Keywords: Organizational Culture, Work Motivation, Employee Performance

INTRODUCTION

The behavior and attitudes of organizational members impact these goals. The results that an organization will achieve are influenced by the performance of its employees. It is vital to the survival of an organization, and its culture greatly influences its structure and function. Therefore, if organizational culture is not properly considered, it will have an impact on employee performance. Every organization has a different organizational culture. Each has its own philosophy, business principles, ways of solving problems and making decisions, as well as beliefs, behaviors and patterns that exist in an organization's culture, which can come from an influential person, work group, department or division.

Organizational culture is a collection of basic assumptions discovered, developed, or developed by a group for the purpose of teaching them how to overcome or overcome problems that arise as a result of external adaptation and integration of new members as the correct way to understand, think about, and feel about those problems. A good organizational culture can have a positive impact on employee performance and productivity. A good culture will encourage maintaining, sustaining and developing that culture, becoming a strong driving force for organizational progress. Ultimately, increased job satisfaction results

in better performance. However, if company employees do not have a good working environment, they become dissatisfied and tend to behave in unpleasant ways such as demonstrations, strikes, and absenteeism.

The performance of an organization is largely determined by the human resources within it. Human resources who are highly motivated, creative, and able to develop innovation will make the performance of these human resources better. Good work motivation can help a company achieve its goals. Because these two factors will produce a high level of work productivity, which will support the company's success. Conversely, if the level of work productivity decreases, the company will have difficulty achieving its goals. Every business always wants its employees' productivity to increase. To achieve this, companies must provide strong motivation to all their employees so that they can increase productivity and achieve better work performance. Strong relationships will emerge to achieve high levels of productivity when combined with the work experience possessed by employees.

In observations made at the BPJS Employment Padang Sidimpuan Branch Office and Lhokseumawe Branch, there was an organizational culture phenomenon within them that had an influence on employee motivation and performance. There are differences in organizational culture within the BPJS Employment Padang Sidimpuan Branch Office and the Lhokseumawe Branch. As is the case at the BPJS Padang Sidempuan branch, where employee behavior is more communicative with each other and other employees than with the Lhoksumawe branch. Another difference is the more flexible working hours at the BPJS Lhoksumawe Branch compared to those at the Padang Sidempuan Branch. This different organizational culture will of course result in different motivation and performance in each branch.

METHOD

Types of research

Because this research data is in the form of numbers and analyzed using statistics, this research uses a quantitative approach. Quantitative methods, apart from the sample side, sometimes provide a more accurate explanation of the situation.

The type of research carried out is causal associative research with quantitative techniques. Causal research focuses on the cause-and-effect relationship between the independent variable and the dependent variable (Sugiyono, 2018). According to Sugiyono (2018) quantitative research is a research method based on positive philosophy, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

Research Population

According to Sugiyono (2018) population is a generalized area consisting of subjects or objects that have certain qualities and characteristics that are chosen by researchers to study and then draw conclusions. The population in this study was all employees at BPJS

Employment Padang Sidimpuan Branch Office, 38 employees, and Lhokseumawe Branch 25, totaling 63 employees.

Sample

In determining the sample in this research at the BPJS Employment Padang Sidimpuan Branch Office and Lhokseumawe Branch, the researcher took guidelines according to Sugiyono (2018), namely the saturated sample determination method or total sampling is a sample determination technique if all members of the population are used as samples. The entire sample in this study employees at BPJS Employment Padang Sidimpuan Branch Office and Lhokseumawe Branch, totaling 63 employees.

Research place and research time

This research conducted inBPJS Employment Padang Sidempuan Branch Office: Jl. Raja Inal Siregar No.20b, Batunadua Jae, Padangsidimpuan Batunadua District, Padang Sidempuan City, North Sumatra 22733. And Lhoksumawe Branch Office: Jl. Teuku Hamzah Bendahara, Simpang Empat, Banda Sakti District, Lhokseumawe City, Aceh. The research period was carried out for three months from April to June 2024

Method of collecting data

The measurement of the variables contained in this research analysis model comes from the answers to the questions contained in the questionnaire. Because all the answers are descriptive, they are given a value so that they become quantitative data.

Data Analysis Techniques

In this research, researchers used a quantitative analysis method using Partial Least Square (PLS). PLS is an effective analysis method because it is not based on many assumptions. According to Abdullah (2015), the advantages of the PLS technique are that the data does not need to have a multivariate normal distribution, the sample size does not need to be large, and PLS can not only be used to confirm theory but can also explain whether or not there is a relationship between latent variables. In accordance with the hypothesis that has been made, this research analyzes inferential statistical data. Inferential statistics, also known as inductive statistics or probability statistics, is used to analyze sample data and apply the results to populations. Then measured using SmartPLS (Partial Least Square) software.

Testing Research Instruments

Structural model testing in PLS is carried out with the help of SmartPLS software. The steps that must be taken in Partial Least Square (PLS) include:

a. Measurement Model (Outer Model)

The measurement model (outer model) is used to assess the validity and reliability of the model. Validity tests are carried out to determine the ability of the research instrument to measure what it should measure. Meanwhile, the reliability test is used to

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

measure the consistency of measuring instruments in measuring a concept or can also be used to measure the consistency of respondents in answering question items in questionnaires or research instruments. Outer model analysis can be seen from several indicators as follows,

1. *Convergent Validity*

   Is a measure used to calculate how big the correlation is between the construct and the latent variable. Standardized loading factor shows the magnitude of the correlation between each measurement item (indicator) and the construct. This is part of the convergent validity evaluation of individual item reliability checks. According to Ghozali (2015), an outer loading value between 0.5 and 0.6 is sufficient to meet the requirements for convergent validity.

2. *Discriminative Validity*

   This means looking at and comparing the discriminant validity and square root of average extracted (AVE) values. If the square root value of the AVE for each construct is greater than the correlation value between the constructs in the model, the construct is considered to have good discriminant validity values, and the expected AVE value is greater than 0.5.

3. *Composite Reliability*

   Is an index that shows how reliable and trustworthy a measuring instrument is. If a tool is used twice to measure the same symptom and the results are relatively consistent, then the tool can be considered reliable. The composite reliability value (pc) of a latent variable is a value that indicates the consistency and stability of the composite reliability metric. Data that has a composite reliability > 0.7 is very reliable.

b. Structural Model (Inner Model)

The R-Square value for each endogenous latent variable is used to assess the PLS structural model to indicate the predictive power of the structural model. In the structural model, the endogenous latent variable shows strong, moderate, and weak, with an R-Square value of 0.67; 0.33, and 0.19, respectively (Ghozali, 2015). Apart from looking at the size of the R-Square, evaluation of the PLS structural model can also be carried out using Q predictive relevance or often called predictive sample reuse which was developed by Stone (1974) and Geisser (1975) in Ghozali (2015). The value of q predictive relevance is 0.02; 0.15 and 0.35 indicate that the model is weak, moderate and strong.

Next, the bootstrapping method is used to evaluate the model by looking at significant values to determine the influence between variables. For precision PLS estimation, the bootstrap approach uses all original samples for resampling. The number of bootstraps suggested by Hair et al. (2011) and Henseler et al. (2009) is 5,000, with the note that this number must be larger than the initial sample. However, some literature (such as Chin 2003; 2010) suggests that a bootstrap sample size of 200 is sufficient to correct the PLS standard error estimate. The significant value used is 1.65 (10% significant level); 1.96 (5% significant level); and 2.58 (10% significant level).

Hypothesis Testing

Hypothesis testing can be seen from the t-statistic value and probability value. To test the hypothesis using statistical values, for alpha 5% the t-statistic value used is 1.96%. So the acceptance criteria for rejecting the hypothesis are Ha accepted and H0 rejected when the t-statistic > 1.96. To refuse to accept the hypothesis using probability, Ha is accepted if the p value <0.05.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this research is shown in the following figure:

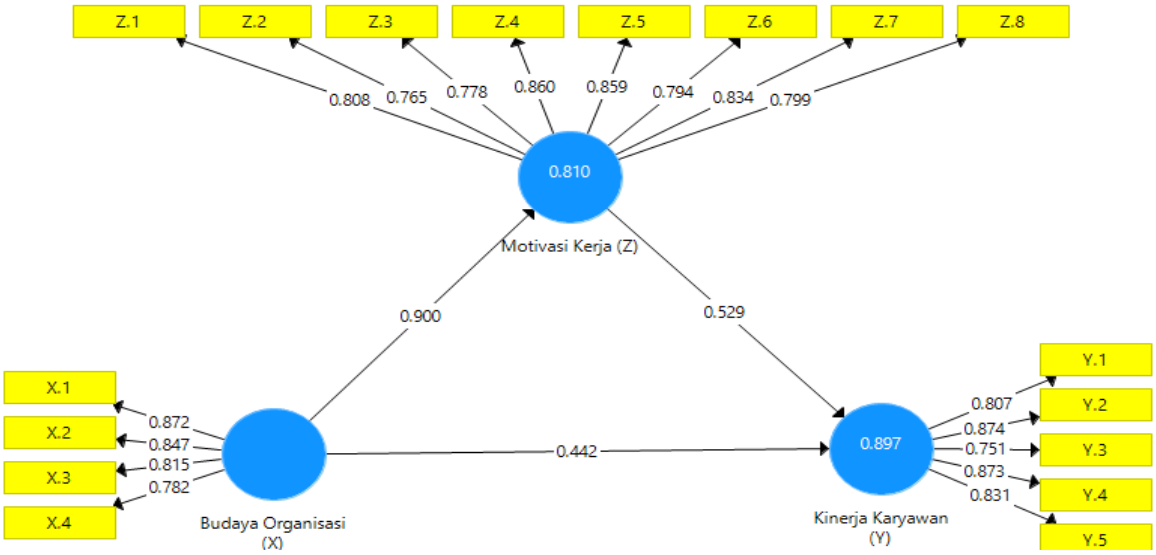

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures: Substructure 1

Z = b1X + e1

Z = 0.900 X1+ e1

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

Substructure 2
Y = b2X1 + b3Z + e2
Y = 0.442 X1+ 0.529Z + e2

Table 1. Outer Loadings/Cross Loading

	Organizational Culture (X)	Employee Performance (Y)	Work Motivation (Z)
X.1	0.872		
X.2	0.847		
X.3	0.815		
X.4	0.782		
Y.1		0.807	
Y.2		0.874	
Y.3		0.751	
Y.4		0.873	
Y.5		0.831	
Z.1			0.808
Z.2			0.765
Z.3			0.778
Z.4			0.860
Z.5			0.859
Z.6			0.794
Z.7			0.834
Z.8			0.799

Source: Smart PLS 3.3.3

In table 1 above there is a value for each variable which states that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results from validity testing as follows:

Table 2. Discriminant Validity

	Organizational Culture (X)	Employee Performance (Y)	Work Motivation (Z)
X.1	**0.872**	0.783	0.809

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

X.2	0.847	0.782	0.747
X.3	0.815	0.773	0.737
X.4	0.782	0.709	0.691
Y.1	0.750	0.807	0.831
Y.2	0.833	**0.874**	0.829
Y.3	0.666	0.751	0.657
Y.4	0.831	0.873	0.783
Y.5	0.709	0.831	0.723
Z.1	0.736	0.756	0.808
Z.2	0.747	0.737	0.765
Z.3	0.615	0.690	0.778
Z.4	0.767	0.806	**0.860**
Z.5	0.796	0.804	0.859
Z.6	0.801	0.803	0.794
Z.7	0.734	0.731	0.834
Z.8	0.621	0.680	0.799

Source: Smart PLS 3.3.3

Based on the data results in table 2 above, there is a cross loading value for the Organizational Commitment variable, there is a cross loading value that is greater than the cross loading value of other latent variables. For the cross loading value of the Work Conflict variable, there is a cross loading value that is greater than the cross loading value of other latent variables for the cross loading value of the variable OCB has a cross loading value that is greater than the cross loading value of other latent variables, for the cross loading value of the Work Stress variable there is a cross loading value that is greater than that of other latent variables. This means that this cross loading data is considered discriminantly valid.

Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3: Construct Reliability and Validity

	Cronbach's Alpha	**Composite Reliability**	**Average Variance Extracted (AVE)**
Organizational Culture (X)	**0.849**	**0.898**	**0.689**

Employee Performance (Y)	**0.885**	**0.916**	**0.686**
Work Motivation (Z)	**0.926**	**0.940**	**0.661**

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data of the variable is reliable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4: R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.897	0.893
Work Motivation (Z)	0.810	0.807

Source: Smart PLS 3.3.3

The R square value of the Employee Performance variable is 0.897 with a percentage of 89.7%, meaning that the influence of Organizational Culture and Work Motivation on Employee Performance is 89.7% and the rest is in other variables. For the R square value of the Work Motivation variable, it is 0.810, the percentage is 81.0%, meaning that the influence of Organizational Culture on Work Motivation is 81.0 and the rest is in other variables.

Hypothesis test

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-

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

Insights values > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

Table 5: Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X) -> Employee Performance (Y)	0.442	4,474	**0,000**	**Accepted**
Organizational Culture (X) -> Work Motivation (Z)	0.900	45,770	**0,000**	**Accepted**
Work Motivation (Z) -> Employee Performance (Y)	0.529	5,348	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

1. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.442 and a p value of 0.000. This means that if organizational culture increases, employee performance will increase, if it decreases, employee performance will also decrease.
2. Organizational culture has a positive and significant effect on work motivation with an original sample value of 0.900 and a p value of 0.000. This means that if organizational culture increases, work motivation will also increase, but if it decreases, work motivation will also decrease.
3. Work Motivation has a positive and significant effect on employee performance with an original sample value of 0.529 and a p value of 0.000. This means that if work motivation increases, employee performance also increases, and conversely, if it decreases, employee performance also decreases.

Table 6: Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X) -> Work Motivation (Z) -> Employee Performance (Y)	0.476	5,294	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

1. Organizational culture has a positive and significant indirect effect on employee performance through employee performance with an original sample value of 0.476 and a p value of 0.000. This means that work motivation is an intervening variable because it is able to influence organizational culture variables on employee performance through work motivation.

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

CLOSING

Conclusion

1. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.442 and a p value of 0.000.
2. Organizational culture has a positive and significant effect on work motivation with an original sample value of 0.900 and a p value of 0.000.
3. Work Motivation has a positive and significant effect on employee performance with an original sample value of 0.529 and a p value of 0.000.
4. Organizational culture has a positive and significant indirect effect on employee performance through employee performance with an original sample value of 0.476 and a p value of 0.000.

Suggestion

1. Organizations are expected to be able to maintain good organizational culture and get rid of bad organizational culture.
2. Organizations are required to provide motivation to improve employee performance.
3. It is hoped that this research can be used as suggestions and input to improve problems in organizations.
4. For further research, it can be used as reference material for conducting new research with new models.

REFERENCES

Anwar Prabu Mangkunegara, A. A. (2016). Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT. Remaja Rosdakarya.

Abdullah. (2015). Metodologi Penelitian Kuantitatif. Yogyakarta: Aswaja Pressindo.

Ferdinand, A. (2014). Metode Penelitian Manajemen: Pedoman Penelitian untuk Penulisan Skripsi, Tesis, dan Disertasi Ilmu Manajemen (Edisi 3). Semarang: AGF Books, Fakultas Ekonomika dan Bisnis Universitas Diponegoro.

Edi Sutrisno. (2016). Manajemen Sumber Daya Manusia. Jakarta: Prenadamedia Group.

Ghozali, I., & Latan, H. (2015). Partial Least Squares: Konsep, Teknik dan Aplikasi dengan Program Smart PLS 3.0. Semarang: Universitas Diponegoro.

Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh Budaya Organisasi dan Komitmen Organisasi Terhadap Kinerja Karyawan. Jesya (Jurnal Ekonomi & Ekonomi Syariah), 1(1), 9–25.

Robbins dalam Bintoro, & Daryanto. (2017). Manajemen Penilaian Kinerja Karyawan (hal. 107). Penerbit Gaya Media.

Sandy Martha, M. (2015). Karakteristik Pekerjaan dan Kinerja Dosen Luar Biasa UIN Sunan Gunung Djati Bandung: Komitmen Organisasi Sebagai Variabel Moderating (Tesis). Universitas Widayatama, Bandung.

Sedarmayanti. (2014). Sumber Daya Manusia dan Produktivitas Kerja. Jakarta: Mandar Maju.

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

Sekaran, U. (2014). Metodologi Penelitian Untuk Bisnis (Research Methods for Business) (Buku 1, Edisi 4). Jakarta: Salemba Empat.

Sugiyono. (2018). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.

Zahriyah, U. W., et al. (2015). Pengaruh Budaya Organisasi terhadap Kinerja Karyawan. Jurnal Administrasi Bisnis, 2(1), Februari 2015.

Ticoalu, L. K. (2013). Organizational Citizenship Behavior (OCB).