Performance Determination

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Abstract
In this study, researchers wanted to see the direct and indirect effects between employee motivation variables and organizational commitment as independent variables and organizational culture as an intervening variable and employee performance as the dependent variable. This type of research uses quantitative, this research was conducted at the BPJS Employment Branch Office in Kisaran. The population of this study was 55 employees and the sample used was all the population using the saturated sample technique. The data source used is primary data source and the data collection carried out is to spread the questionnaire. The research model used is phat analysis with smart PLS version 3.3.3. as a research measurement tool. The results of this study are as follows: Employee motivation has a positive and significant effect on employee performance with an original sample value of 0.652 and P values of 0.000. Employee motivation has a positive and significant effect on organizational culture with an original sample value of 0.642 and p values of 0.000. Organizational commitment has a positive and insignificant effect on employee performance with an original sample value of 0.090 and p values of 0.229. Organizational commitment has a positive and insignificant effect on organizational culture with an original sample value of 0.109 and p values of 0.256. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.206 and p values of 0.003. Employee motivation has a positive and insignificant effect on employee performance through organizational culture indirectly with the original sample result of 0.132 and p values 0.250. Organizational commitment has a positive and significant effect on employee performance through organizational culture with an original sample value of 0.022 and p values of 0.011.

Keywords: Employee motivation, organizational commitment, organizational culture, employee performance.

INTRODUCTION

Every company needs employees who have high performance in achieving goals. To make employees have high performance, the company must pay attention to the expectations and needs of employees in order to provide optimal contributions to the company. According to Bukit et al. (2017) performance is the result achieved from activities carried out during a certain time. So, performance is an achievement made by someone either individually or in a group in carrying out the work assigned to him during a certain period in accordance with the standards that have been set for the job. According to Hasibuan (2017) human resource management as a field of management that specializes in studying human relations and their roles in the organization. The success of a company in improving the perception of its company's performance can be seen from the company's ability to manage the quality of its human resources.

The implementation of organizational culture can be done since employees start joining the organization, this is intended to make it easier for new employees to adapt and instill organizational culture into the employee's personality. Organizational culture must be able to support the company's goals and must be managed properly as a guide for employee

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behavior and a driver of performance perception. Companies must make employees an asset, not just a means of production. For this reason, companies need to create conducive conditions that can make employees feel comfortable, their needs are met, so that employee motivation is expected to be maintained to jointly achieve the company's vision and mission. Conducive conditions can vary, depending on the characteristics of the company itself. But in general, some of them can be in the form of facilities provided, adequate welfare levels, clear career paths, opportunities for self-actualization, comfort and security at work, old age security and so on. According to Jamil (2019), organizational commitment is defined as the desire of employees to remain members of the organization. Organizational commitment influences the attitude or behavior of employees to continue working in the organization or leave the organization. Therefore, organizational commitment is an important issue in the constellation of organizational change related to human resource management and behavior (employees). Thus, employees who have a high commitment to the organization will improve their performance.

Formulation of the problem
1. Does employee motivation have a positive effect on organizational culture at BPJS Ketenagakerjaan?Kisaran Branch Office.
2. Does employee motivation have a positive effect onEmployee performance at BPJS EmploymentKisaran Branch Office.
3. Is KOrganizational commitment has a positive influence on organizational culture at BPJS KetenagakerjaanKisaran Branch Office.
4. Is KOrganizational commitment has a positive effect on work performance at BPJS EmploymentKisaran Branch Office.
5. Does organizational culture matter?positive towards employee performance at BPJS EmploymentKisaran Branch Office.
6. Does employee motivation matter?positive impact on employee performance through organizational culture at BPJS KetenagakerjaanKisaran Branch Office.
7. Does organizational commitment matter?positive impact on employee performance through organizational culture at BPJS KetenagakerjaanKisaran Branch Office.

Research purposes
1. To find out and analyze the motivation of influential employeespositive towards organizational culture at BPJS EmploymentKisaran Branch Office.
2. To find out and analyze employee motivation has a positive influence onEmployee performance at BPJS EmploymentKisaran Branch Office.
3. To find out and analyze kOrganizational commitment has a positive influence on organizational culture at BPJS KetenagakerjaanKisaran Branch Office.
4. To find out and analyze kOrganizational commitment has a positive effect on employee performance at BPJS KetenagakerjaanKisaran Branch Office.
5. To find out and analyze the influential organizational culturepositive towards employee performance at BPJS EmploymentKisaran Branch Office.

6. To find out and analyze the motivation of influential employeespositive impact on employee performance through organizational culture at BPJS KetenagakerjaanKisaran Branch Office.

7. To find out and analyze the influence of organizational commitmentpositive impact on employee performance through organizational culture at BPJS KetenagakerjaanKisaran Branch Office.

LITERATURE REVIEW
Employee performance

According to Sinambela (Syahidan and Suryani, 2018) performance is the implementation and improvement of the work in accordance with the responsibilities so that the results can be achieved as expected. Robbins (Adha et al., 2019) stated that employee performance is the amount of effort expended by an individual in devoting a certain amount of energy to the work. Based on several opinions according to the experts above, it can be concluded that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Tukan, Suryani, and Mustika 2020).

Employee Performance Indicators

According to Bernardin and Russel in Budiasa (2021), employee performance indicators are as follows:

a. Quality

This is done by looking at the quality of the work produced through a certain process.

b. Quantity

It is realized by looking at the quantity (amount) of activities produced by a person.

c. Punctuality

For certain types of work, a time limit is given to complete the work so that time can be maximized for other work activities.

d. Effectiveness

The use of company resources is maximized to obtain the highest results.

e. Supervision

Every work activity is carried out without having to ask for help or guidance from superiors.

f. Relationship between employees

This is a level that shows employees feel confident, have good intentions and good cooperation with co-workers.

Employee Motivation

According to Andika (2019) Motivation is one of the things that influences human behavior, motivation is also called a driver, desire, supporter or need that can make someone excited and motivated to reduce and fulfill their own drive, so that they can act and do

according to certain ways that will lead to optimal direction. Motivation greatly influences employee performance. According to Hasibuan (in Febrianti, NR 2019) employee motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively and integrate with all efforts to achieve satisfaction.

Work Motivation Indicators

Work motivation indicators according to Hasibuan (in Febrianti, NR 2019) are:

a. Physical needs, for example by providing decent salaries to employees, providing achievement incentive bonuses, meal money, transportation money and so on.

b. The need for a sense of security and safety, for example by providing work safety and security facilities so that workers do not worry when working, such as having social security for workers, pension funds and other safety equipment.

c. Social needs, for example by creating small teams in each sub-division, the aim is to establish harmonious working relationships, and problem solving in groups. The need to be accepted in a group and the need to love and be loved.

d. The need for appreciation, for example, the company provides performance bonuses, organizes education and training, the employee will direct, his/her abilities, skills and potential. Thus, employees will feel appreciated for their abilities.

Organizational Commitment

According to Yusuf & Syarif (2018) organizational commitment is one of the topics that is always a reference for both the management of an organization and researchers with a special interest in human behavior. According to Mardiyana et al. (2019) organizational commitment can be interpreted as a situation where an employee sides with a particular organization with the aim and desire to maintain his membership in the organization.

Organizational Commitment Indicators

Organizational commitment indicators according to Yusuf and Syarif, (2018):

a. Effective commitment: Employees' emotional attachment to, and involvement in, the organization,

b. Continuance commitment: Commitment based on the losses associated with leaving the organization. This may be due to loss of seniority, promotion or benefits.

c. Normative commitment: A feeling of obligation to remain in an organization because one must; it is the right thing to do.

Organizational culture

According to Hari (2019) the definition of organizational culture is: Organizational culture is the values that are the basis for human resources in carrying out their obligations and behavior within the organization. Furthermore, according to Edy (2019). Organizational culture can be defined as a set of values, beliefs, assumptions, or norms that have long been

agreed upon and followed by members as guidelines for behavior and solving organizational problems.

Organizational Culture Indicators

According to Hari (2019), organizational culture indicators are as follows:

a. Innovative takes risks into account.

    That each employee will pay sensitive attention to any issues that may pose a risk of loss to the organization as a whole.

b. Pay attention to every problem in detail.

    Describes the accuracy and precision of employees in carrying out their duties.

c. Oriented towards the results to be achieved.

    A manager's supervision of his subordinates is one way for managers to direct and empower them. Through this supervision, the goals of the organization and the group and its members can be outlined.

d. Oriented to all employee interests.

    The success or performance of an organization is determined by teamwork, where teamwork can be formed if managers can supervise their subordinates well.

e. Aggressive at work.

    High productivity can be achieved if employee performance can meet the standards required to perform their duties. Good performance means, among others, skill qualifications that can meet productivity requirements and must be followed by high discipline.

f. Maintain and safeguard work stability.

    Employees must be able to maintain their health condition so that it remains prime, this condition can only be achieved if they regularly consume nutritious food based on the advice of a nutritionist.
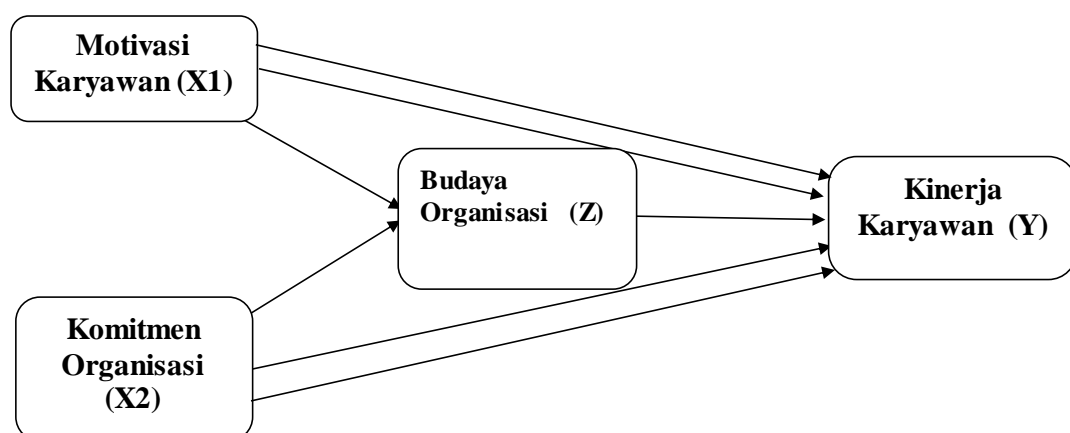
Conceptual Framework

Figure 1. Conceptual Framework

Research Hypothesis:

The hypothesis in this study is as follows:

1. Employee motivation has a positive influence on organizational culture at BPJS Ketenagakerjaan OfficeKisaran Branch.
2. Employee motivation has a positive effect on employee performance at BPJS Ketenagakerjaan OfficeKisaran Branch.
3. Organizational commitment has a positive influence on organizational culture at BPJS Ketenagakerjaan OfficeKisaran Branch.
4. Organizational Commitment has a positive effect on employee performance at BPJS Ketenagakerjaan OfficeKisaran Branch.
5. Organizational culture has a positive influence on employee performance at BPJS Ketenagakerjaan OfficeKisaran Branch.
6. Employee motivation has a positive effect on employee performance through organizational culture at BPJS Ketenagakerjaan OfficeKisaran Branch.
7. Organizational commitment has a positive effect on employee performance through organizational culture at BPJS Ketenagakerjaan OfficeKisaran Branch.

METHOD

Types of research

According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The research location was conducted at the BPJS Employment OfficeKisaran Branch on Jl. Sisingamaraja No. 460, Sendang Sari, Asahan Regency, North Sumatra 21211.The research period was carried out for 3 months (May to July 2024)

Population and Sample

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees and outsourcing workers at the BPJS Ketenagakerjaan Kisaran Branch Office totaling 55 employees (saturated sample).

Research Data Sources

The data sources used in this study are primary data.

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Operational Definition of Variables

Table 1. Operational Definition of Variables

Variable Types	Definition	Indicator
Employee performance (Y)	According to Bernardin and Russel in Budiasa (2021), performance is the implementation and improvement of work in accordance with responsibilities so that the expected results can be achieved.	According to Bernardin and Russel in Budiasa (2021), employee performance indicators are as follows. • Quality • Quantity • Punctuality • Effectiveness • Supervision • Relationship between employees
Employee Motivation (X1)	According to Hasibuan (in Febrianti, NR 2019), employee motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively and integrate with all efforts to achieve satisfaction.	Work motivation indicators according to Hasibuan (in Febrianti, NR 2019) are: • Physical needs • The need for safety and security • Social needs • The need for appreciation.
Organizational Commitment (X2)	According to Yusuf & Syarif (2018), organizational commitment is a topic that is always a reference for both organizational management and researchers with a special interest in human behavior.	Indicators of organizational commitment, according to Yusuf and Syarif, (2018): • Effective commitment, • Ongoing commitment. • Normative commitment.
Organizational culture (Z)	According to Hari (2019), organizational culture is the values that human resources adhere to in carrying out their obligations and	According to Hari (2019) organizational culture indicators: • Innovative taking risk into account

	behavior within the organization.	- Pay attention to every problem in detail. - Oriented towards the results to be achieved. - Oriented to all employee interests. - Aggressive at work. - Maintain and safeguard work stability.

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to Gozali (2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.
1. Validity Test
   a. Convergent Validity
   b. Discriminant Validity
2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:
1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain

independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

RESULTS AND DISCUSSION
Outer Model Analysis

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

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit..Average..Variance..Extracted.(AVE) is 0.5, if it is above that 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 study is shown in the following figure:
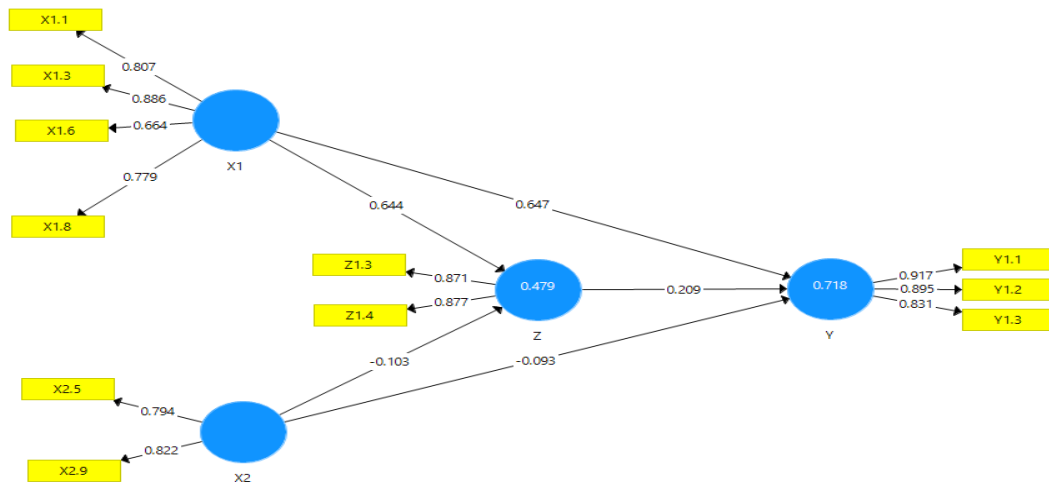
Figure 2. Outer Model
Source: Smart PLS 3.3.3

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

$Z = b1X1 + b2X2 + e1$

$Z = 0.644X1 + 0.103X2 + e1$

For substructure 2

$Y = b3X1 + b4X2 + b5Z + e2$

$Y = 0.647X1 + 0.093 X2 + 0.209 + e2$

Table 2. Outer Loadings

	Employee motivation (X1)	Organizational commitment (X2)	Employee Performance (Y)	Organizational Culture (Z)
X1.1	0.807			
X1.3	0.886			
X1.6	0.764			
X1.8	0.779			
X2.5		0.794		
X2.9		0.822		
Y1.1			0.917	
Y1.2			0.895	
Y1.3			0.831	
Z1.3				0.871
Z1.4				0.877

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable states that the indicator in 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 to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims 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 their constructs. The following table shows the cross loading results from the validity test as follows:

Table 3. Discriminant Validity

	Employee motivation (X1)	Organizational Commitment (X2)	Employee Performance (Y)	Organizational Culture (Z)
Employee motivation (X1)	0.788			
Organizational Commitment (X2)	0.778	0.808		
Employee Performance (Y)	0.828	0.743	0.882	
Organizational Culture (Z)	0.786	0.764	0.786	0.874

Source: Smart PLS 3.3.3

The results of table 3 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if 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:

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Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Motivation (X1)	0.793	0.810	0.866	0.721
Organizational Commitment (X2)	0.769	0.770	0.790	0.753
Employee performance (Y)	0.856	0.856	0.913	0.777
Organizational Culture (Z)	0.792	0.792	0.867	0.765

Source: Smart PLS 3.3.3

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means the reliability data for each variable. 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. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means the data is valid according to AVE. 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

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R2)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 5. R Square Results

	R Square	R Square Adjusted
Employee Performance (Y)	0.788	0.767
Organizational culture (Z)	0.769	0.706

Source: Smart PLS 3.3.3

There is an R square value of the Organizational Culture variable with an R square value of 0.769 and if expressed as a percentage of 76.9%, meaning that the influence of the Employee Motivation, Organizational Commitment and Employee Performance variables

on organizational culture is 76.9% and the rest is on other variables. The R square value of the Employee Performance variable is 0.788 and if expressed as a percentage of 78.8%, meaning that the influence of the Organizational Culture, Employee Motivation and Organizational Commitment variables on Employee Performance is 78.8% and the rest is on other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values <0.05. The following are the consequences of the direct impact Path Coefficient:

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Employee Motivation (X1) -> Employee Performance (Y)	0.647	0.652	0.065	9,895	**0.000**
Employee motivation (X1) -> Organizational Culture (Z)	0.644	0.642	0.095	6,757	**0.000**
Organizational Commitment (X2) -> Employee Performance (Y)	0.093	0.090	0.077	1.204	**0.229**
Organizational Commitment (X2) -> Organizational Culture (Z)	0.103	0.109	0.091	1.138	**0.256**
Organizational Culture (Z) -> Employee Performance (Y)	0.209	0.206	0.071	2,953	**0.003**

Source: Smart PLS 3.3.3

The results of the research directly above will be explained as follows:
1. Employee Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.652 and P values of 0.000. This means that employee motivation can create or improve employee performance, because the performance of an employee is where he is placed, not because of the motivation created by the organization.
2. Employee Motivation has a positive and significant effect on organizational culture with an original sample value of 0.642 and p values of 0.000. This means that employee motivation formed by the organization and employees can increase the organizational culture in each employee, because a strong organizational culture towards the organization is the result of treating employees well.

3. Organizational commitment has a positive and insignificant effect on Employee Performance with an original sample value of 0.090 and p values of 0.229. This means that if employee performance increases, organizational commitment will increase, if it decreases, job satisfaction will also decrease.

4. Organizational commitment has a positive and insignificant effect on organizational culture with an original sample value of 0.109 and p values of 0.256. This means that organizational commitment is able to increase the sense of organizational culture, employees also still consider that organizational commitment is still not optimal for its employees.

5. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.206 and p values of 0.003. This means that if employee performance increases, organizational culture will increase and if it decreases, employee performance, organizational culture will also decrease.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P-Values
Employee motivation (X1) -> Organizational culture (Z) -> Employee performance (Y)	0.135	0.132	0.003	0.055	0.250
Organizational Commitment (X2) -> Organizational Culture (Z) -> Employee Performance (Y)	0.022	0.022	0.000	0.072	0.007

The results of the indirect influence above can be explained as follows:

1. Employee motivationhas a positive and insignificant effect on employee performance through organizational culture indirectly with the original sample results of 0.132 and p values 0.250. This means that organizational culture is not an intervening variable because it is unable to influence organizational commitment to employee performance indirectly.

2. Organizational Commitmenthas a positive and significant effect on employee performance through organizational culture with an original sample value of 0.022 and p values of 0.011. This means Organizational Commitmentable to be an intervening variable and have a positive influence on organizational justice and organizational commitment. With the existence of an organizational culture towards employees, organizational justice has been fulfilled, thus building commitment to the organization.

CLOSING
Conclusion
1. Employee motivation has a positive and significant influence on employee organizational culture at BPJS Ketenagakerjaan Office Kisaran Branch.
2. Employee Motivation has a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan Office Kisaran Branch.
3. Organizational commitment has a positive and insignificant effect on organizational culture at the BPJS Ketenagakerjaan Office.Kisaran Branch.
4. Organizational commitment has a positive and insignificant effect on employee performance at BPJS Ketenagakerjaan Office Kisaran Branch.
5. Organizational culture has a positive and significant influence on employee performance at BPJS Ketenagakerjaan Office Kisaran Branch.
6. Employee motivation has a positive and insignificant effect on employee performance through organizational culture indirectly at BPJS Ketenagakerjaan Office Kisaran Branch.
7. Organizational commitment has a positive and significant effect on employee performance through organizational culture at BPJS Ketenagakerjaan Office Kisaran Branch.

Suggestion
1. Companies must be fair in treating employees, do not make exceptions between employees, even if the employee is part of the family, an old friend or a special relationship, they must still be fair and obey the rules.
2. Companies must sort out which organizational cultures are bad and which are good and gradually eliminate the bad cultures that are spreading by implementing strict organizational regulations for employees.
3. Companies must make employees feel satisfied with working in the company by providing appropriate work for them and appropriate compensation and salary for each employee.
4. The company's job is to build employee trust in the company that the company will make the employee prosperous and become better.

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