

The Effect of Work Motivation and Organizational Culture on Employee Performance Department of Population Control and Family Planning, Karawang District

Pengaruh Motivasi Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Dinas Pengendalian Penduduk Dan Keluarga Berencana Kabupaten Karawang

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ABSTRACT

This study intends to ascertain the impact of organizational culture and work motivation on the productivity of Karawang Regency's Population Control and Family Planning Office staff. The population and family planning office of the Karawang Regency provided 41 respondents for the saturated sample, which was created using a non-probability sampling technique. The primary data used was collected directly from the respondents and went through analysis and processing. Data processing using SmartPLS 3.0 software's Path analysis (Path analysis) tools. Using the SmartPLS 3.0 Software, the following tests were run: convergent validity test, discriminant validity test, reliability test, t-statistic test, hypothesis test, coefficient of determination test, and effect size test. The research's findings are: 1. Organizational culture and work motivation are strongly and favorably correlated. 2. Work motivation has a limited impact on employee performance. 3. Organizational culture has a limited impact on worker performance. 4. Both company culture and work motivation have an impact on employees' performance.

Keywords: work motivation, organizational culture, employee performance

ABSTRAK

Penelitian ini ditujukan untuk memahami kontribusi motivasi kerja dan budaya organisasi terhadap pada kinerja pegawai Dinas Pengendalian Penduduk dan Keluarga Berencana Kabupaten Karawang. Model penelitian yang digunakan adalah kuantitatif dengan memakai sampel jenuh dengan teknik penentuan *non-probability sampling* sebanyak 41 responden pegawai Dinas Pengendalian Penduduk dan Keluarga Berencana Kabupaten Karawang. Data primer yang digunakan dikumpulkan langsung dari responden. Pengolahan data menggunakan perangkat lunak SmartPLS 3.0 dan metode analisis jalur (*Path Analysis*). Dengan memakai perangkat lunak SmartPLS 3.0, dilakukan pemeriksaan validitas konvergen, uji validitas diskriminan, uji reliabilitas, uji T-statistik, uji hipotesis, uji koefisien determinasi dan uji effect size. Hasil dari penelitian ini adalah: 1. budaya organisasi dan motivasi kerja berkorelasi kuat dan positif. 2. motivasi kerja memiliki kontribusi penting terhadap kinerja pegawai. 3. budaya organisasi memiliki kontribusi penting pada kinerja pegawai. 4. budaya organisasi dan motivasi kerja memiliki kontribusi penting pada kinerja pegawai.

Kata Kunci: Motivasi Kerja, Budaya Organisasi, Kinerja Pegawai

1. Introduction

The development process is heavily influenced by human resources. Despite the abundance of wealth and natural resources, development cannot run optimally without a qualified and trained workforce. The most crucial element when implementing the nation's growth is human resources (HR). Because most organizational tasks are carried out by humans, human resources

are very crucial for institutions. At its core, labor productivity impacts organizations, and effective human resource management is necessary to meet all requirements.

The Population Control and Family Planning Service is given the primary responsibility by the district head to handle government activities related to aspects of population and family planning management, as well as additional responsibilities delegated to the regions, in accordance with Karawang Regency regional regulation number 14 of 2016. In order to operate the main duties and functions Accordingly, the Office of Population Control and Family Planning of West Java Province has the authority to draw up service technical regulations or regional regulations in the context of implementing government matters that transform into regional powers in the section on population control and family planning. This responsibility also includes management. The success of an organization depends on the performance of its employees; if employees work well, organizational goals can be achieved. monitoring, evaluating, and reporting on the implementation of government affairs.

The success of the performance of a department depends on the performance of its employees, if the performance of the employees is good, of course organizational goals can be achieved

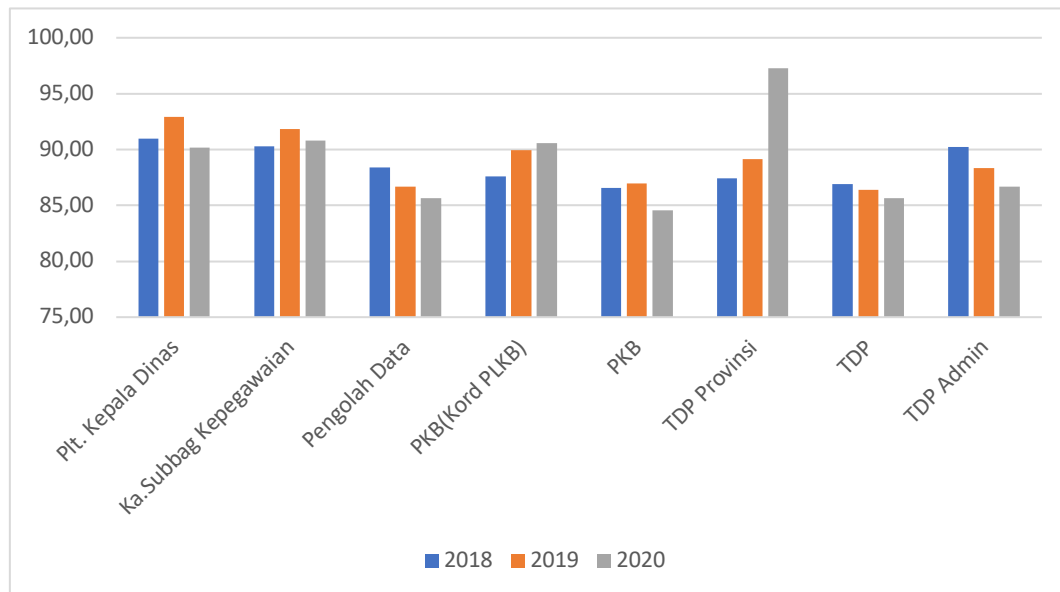


Figure 1. Graph Performance Measurement Of Dppkb Kab. Karawang Year 2018-2020

Source: DPPKB Karawang Regency, 2023

Data collected from measuring the performance of DPPKB Karawang Regency employees in 2018–2020 shows that the performance of the Population Control and Family Planning Office of Karawang Regency has decreased. The PKB section (PLKB Coordinator) was the only one that experienced an increase. There is no doubt that this is a problem within the Population Control and Family Planning Office of Karawang Regency and needs to be addressed immediately. Organizational performance will increase if all staff perform well, otherwise if the staff performs poorly. The work results of a worker compared to organizational standards is known as performance. Providing motivation to employees and implementing a good corporate culture are some of the many components that influence and contribute to improving organizational performance.

In addition, the authors conducted a pre-research survey on 30 employees at DPPKB Karawang district to determine employee performance problems. The result is:

Table 1. Data From Pre-Research Results Of Employee Performance Variables At Office of Population Control and Family Planning, Karawang Regency

No	Pernyataan	Tinggi	Rendah	Presentase	
1	Saya bekerja sesuai dengan SOP yang ditetapkan oleh perusahaan	21	9	70%	30%
2	Saya selalu menyelesaikan tugas dengan tepat waktu	15	15	50%	50%
3	Saya selalu memperhatikan efisiensi waktu dan tenaga dalam bekerja.	23	7	77%	23%

Source: DPPKB Karawang Regency, 2023

The table shows the poor performance of employees at the Population Control and Family Planning Office of Karawang Regency. Half of staff have not completed tasks in a timely manner, and thirty percent have not followed the organization's standard operating procedures (SOPs). Therefore, performance scaling is crucial to find out how well employees are doing their daily work. Therefore, according to Anwar Prabu Mangkunegara in Surya Akbar (2018: 5), internal and external factors include aspects that influence worker performance. Organizational culture and work motivation are two of the external factors that influence performance. This is in line with research conducted by Oryz Setiawan (2019) which found that organizational culture and employee motivation simultaneously contribute significantly and positively to employee performance

Company leaders and management must monitor work motivation if they want all employees to help achieve company goals. If an employee has high work motivation, they will be very eager to complete the assigned task. If there is no motivation, they will not be able to perform tasks according to or even exceed standards

In order to understand how work motivation is at the Population Control and Family Planning Office of Karawang Regency, the authors conducted a pre-research on 30 respondents. The results show as follows.

Table 2. Data From Pre-Research Results On Work Motivation Variables At The Population Control And Family Planning Office, Karawang Regency

No	Pernyataan	Ya	Tidak	Presentase	
1	Kebutuhan Fisiologis dan kebutuhan dasar pegawai cukup terpenuhi	28	2	93%	7%
2	Perusahaan memberikan penghargaan (bonus tambahan) kepada pegawai yang berprestasi	17	13	57%	43%
3	Setiap pegawai yang berprestasi mendapatkan kesempatan promosi jabatan	15	15	50%	50%

Source: DPPKB Karawang Regency, 2023

As a result of the pre-research conducted on 30 respondents, it was revealed that 57%, or 17 of the respondents, did not receive additional bonuses for outstanding employees, and 50%, or 15 of the respondents, stated that employees with high achievements did not have the opportunity to advance in their position. This shows that employees of the Population Control and Family Planning Office of Karawang Regency do not have the motivation to do the work they have. When employees feel comfortable working with standards and values they find appropriate, their motivation will increase. When workers feel comfortable, they will be more motivated to

work harder and present the best of themselves for the organization. This is in line with research studies conducted by Isnan Munawirsyah in 2018 which found that work motivation affects employee performance.

In fact, it is not only the work motivation variable that influences employee performance in an organization, but also the organizational culture variable itself. Because each staff member has a different culture from their own homeland, these different cultures will be combined into one, namely the organizational culture, which will be evaluated in order to achieve the expected goals. This pre-research was conducted on 30 employees of the Population Control and Family Planning Office of Karawang Regency. The purpose of this pre-research is to understand the organizational culture in the organization.

Table 3. Data On Pre-Research Results Variable Culture Of Service Organization At The Population Control And Family Planning Office, Karawang Regency

No	Pernyataan	Ya	Tidak	Presentase	
1	Pegawai selalu melakukan inovasi dalam bekerja	20	10	67%	33%
2	Pegawai sangat memperhatikan pekerjaan secara detail	17	13	57%	43%
3	Pegawai selalu bekerja keras untuk hasil yang berkualitas	24	6	80%	20%

Source: DPPKB Karawang Regency, 2023

According to the table above, a survey conducted of 30 employees showed that 43% of employees did not pay attention to their work as a whole and 33% had not been able to innovate in their workplace. Organizational culture is very important for the success and sustainability of organizational activities because it has a positive impact on employee performance and productivity. This is in line with the findings of Ahmad Rivai (2020) who found that organizational culture has an impact on how well employees perform.

The purpose of this research is to identify, investigate, and explain the significance of the relationship between organizational culture and work motivation in the Population Control and Family Planning Office of Karawang Regency. In addition, this research also investigates the simultaneous effect of organizational culture and work motivation on employee performance

Literature Review

Work Motivation

Abraham Maslow in Donni Juni Priansa (2017: 206) Motivation is an internal driving force that stimulates a person to act in meeting his needs. In this study, motivation is explained as a will that stimulates or encourages a person to take action. Furthermore, Abraham Maslow said that every human being consists of five levels of needs, or hierarchies, such as:

1. Physical Needs (Physiological Needs)
2. Safety Needs
3. Social Needs
4. The need for dignity or recognition (Esteem Needs)
5. Self-Actualization Needs

Organizational culture

According to Stephen Robbins in Wibowo (2017:17), organizational culture can be defined as a value system that is owned by every member of the organization. How employees see the organization's culture, not whether they like it.

Organizational cultural dimensions, according to Stephen Robbins in Isnan Munawirsyah (2018: 36), consist of:

1. Innovation and risk taking
2. Attention to details (Attention to detail)
3. Oriented to the acquisition (Outcome orientation)
4. Oriented to others (People orientation)
5. Oriented to the team (Team orientation)
6. Aggressiveness
7. Consistency (Stability)

Employee Performance

According to Robbins in Risky Nur Adha, et al. (2019: 52), employee performance is explained as the amount of effort a person makes to devote the amount of energy needed to perform a particular task.

According to Robbins (2017: 351), there are several dimensions and indicators used in measuring a person's (employee) performance:

1. Quality,
2. Capacity (volume),
3. Time efficiency,
4. Usability, and
5. independence

2. Methods

This study used a quantitative approach by picking a saturated sample of 41 respondents from the Karawang District Office of Population Control and Family Planning. Data collection was carried out through a questionnaire using a Likert scale of 1-5. Previously, the validity and reliability of the questionnaire had been tested with a 95% confidence level to 30 respondents. Furthermore, the data was processed using path analysis techniques (Path analysis) using SmartPLS 3.0 software.

3. Results and Discussion

This study involved employees from the Office of Population Control and Family Planning, Karawang Regency, a total of 41 people.

1. The number of male respondents was 23 people with a weight of 56%, and 18 women with a weight of 44%.
2. Age of respondents between 20 and 25 years is 5, with a percentage of 12%, ages 26 to 30 years is 21 people, with a percentage of 51%, ages 31 to 35 years is 6 people, with a percentage of 15%, and ages over 36 years is 9 people, with a percentage of 22%
3. The number of participants who were at the SMA/SMK level was 12 (29% percentage), 7 D3s (17% percentage), 18 S1 students (44% percentage), and 4 Masters students (10% percentage).

Analysis

The Partial Least Square (PLS) mechanism was used in conducting the verification analysis of this study. The research path model for the Smart PLS application is as follows:

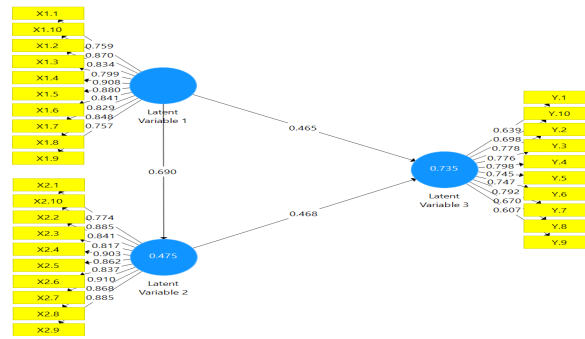


Figure 1. Smartpls Research Path Model
Source: Smart PLS Processed Results, 2023

Measurement Structure Assessment (Measurement Model/Outer Model)

1. Convergent Validity

Table 4. Convergent Validity

Outer Loading					
Konstruk	Item	Loading Factor	t	Keterangan	AVE
Motivasi Kerja (X1)	X1.1	0.759	12.467	Valid	0.695
	X1.2	0.834	17.501	Valid	
	X1.3	0.799	11.927	Valid	
	X1.4	0.908	27.837	Valid	
	X1.5	0.880	23.622	Valid	
	X1.6	0.841	18.791	Valid	
	X1.7	0.829	13.896	Valid	
	X1.8	0.848	15.923	Valid	
	X1.9	0.757	9.829	Valid	
	X1.10	0.870	23.076	Valid	
Budaya Organisasi (X2)	X2.1	0.774	19.114	Valid	0.738
	X2.2	0.841	20.250	Valid	
	X2.3	0.817	17.325	Valid	
	X2.4	0.903	26.541	Valid	
	X2.5	0.862	18.380	Valid	
	X2.6	0.837	13.852	Valid	
	X2.7	0.910	37.460	Valid	
	X2.8	0.868	20.074	Valid	
	X2.9	0.885	15.929	Valid	
	X2.10	0.885	22.311	Valid	
Kinerja Pegawai (Y)	Y1	0.639	6.210	Valid	0.530
	Y2	0.778	9.777	Valid	
	Y3	0.776	13.269	Valid	
	Y4	0.798	14.501	Valid	
	Y5	0.745	9.810	Valid	
	Y6	0.747	10.948	Valid	
	Y7	0.792	10.288	Valid	
	Y8	0.670	6.926	Valid	
	Y9	0.607	6.252	Valid	
	Y10	0.698	7.769	Valid	

Source: DPPKB Karawang Regency, 2023

As shown, all manifest constructs have an addition factor level that exceeds 0.5, proving that all indicators have good capability to explain the structure to be formed. In addition, all structures have an AVE weight that exceeds 0.5, which proves that the convergent validity requirements have been met.

2. Discriminant Validity

The factor load value measured between the manifest variable and its latent variable must exceed 0.7 for each construct. The results of cross-loading of this factor load value can be seen.

Table 5. Discriminant Validity

Item	Motivasi Kerja (X1)	Budaya Organisasi (X2)	Kinerja Pegawai (Y)
X1.1	0.759	0.487	0.496
X1.2	0.834	0.638	0.659
X1.3	0.799	0.646	0.570
X1.4	0.908	0.603	0.659
X1.5	0.880	0.585	0.782
X1.6	0.841	0.615	0.727
X1.7	0.829	0.591	0.658
X1.8	0.848	0.523	0.632
X1.9	0.757	0.399	0.491
X1.10	0.870	0.607	0.799
X2.1	0.601	0.774	0.592
X2.2	0.625	0.841	0.647
X2.3	0.622	0.817	0.710
X2.4	0.585	0.903	0.636
X2.5	0.525	0.862	0.650
X2.6	0.522	0.837	0.595
X2.7	0.630	0.910	0.743
X2.8	0.590	0.868	0.802
X2.9	0.594	0.885	0.674
X2.10	0.612	0.885	0.686

Source: Smart PLS Processed Results, 2023.

According to the cross loading values shown in the table, each construct has a value that exceeds 0.7. In addition, the loading factor weights for each of the construct's gauge indicators, or tagged values, far exceed the loading factor values for the other latent constructs. Therefore, it can be concluded that all latent constructs have sufficient discriminant validity, indicating that the item is valid as a whole.

3. Construct Reliability

The purpose of the reliability test is to find the accuracy, stability, and accuracy of the instrument in measuring the construct to be made. The value of composite reliability and Cronbach's alpha can be calculated in this way: if the level of CA and CR constructs exceeds 0.7, the construct can be concluded that the accuracy, stability, and accuracy of the instrument are good.

Table 6. Construct Realibility

Konstruk	Cronbach's Alpha	Composite Reliability
Motivasi Kerja (X1)	0.951	0.958
Budaya Organisasi (X2)	0.960	0.966
Kinerja Pegawai (Y)	0.901	0.918

Source: Smart PLS Processed Results, 2023.

As the result of CR and CA values exceeding 0.7 (critical value), it can be concluded that all manifest variables have the accuracy, stability, and constancy of construct instruments. This result shows that all the indicators that construct the construct are reliable.

Structural Model Assessment (Structural Model/Inner Model)

Correlation values, path coefficients, and the amount of influence contributions given indicate testing of the structural model, which is also known as the inner model. These values indicate the strength of the structural model estimates.

1. Correlation Coefficient

The correlation coefficient is the gain that shows how strong the association between endogenous and exogenous latent variables is. The test results are presented in the following table.

Table 7. Koefisien Korelasi

Model	Koefisien Korelasi	Kriteria
X1 → Y	0,788	<i>High Correlation</i>
X2 → Y	0,788	<i>High Correlation</i>
X1 → X2	0,690	<i>High Correlation</i>

Source: Smart PLS Processed Results, 2023.

The correlation coefficient presented in table 4 can be explained as follows:

- a. At the Population Control and Family Planning Office of Karawang Regency, there is a strong correlation between work motivation (X1) and employee performance (Y), with a correlation coefficient of 0.788 in the correlation range between 0.60–0.799.

- b. At the Population Control and Family Planning Office of Karawang Regency, there is a strong correlation between organizational culture (X2) and employee performance (Y), with a correlation coefficient of 0.788 in the correlation range of 0.60–0.799. Therefore, it can be concluded that there is a strong relationship between organizational culture and employee performance.
- c. At the Population Control and Family Planning Office of Karawang Regency, there is a strong correlation between work motivation (X1) and organizational culture (X2), with a correlation coefficient of 0.690 and a correlation range of 0.60–0.799. . Therefore, it can be concluded that there is a strong relationship between work motivation and organizational culture.

2. Coefficient of Direct Contribution and Indirect Contribution

The following description shows the calculation of the capacity of the path coefficient of direct contribution (direct effect) and indirect contribution (indirect effect) from the path diagram above:

a. The direct effect of X1 on Y

$$\begin{aligned}
 &= (\gamma_{YX1})^2 \times 100\% \\
 &= (0.465)^2 \times 100\% \\
 &= 21.6\%
 \end{aligned}$$

Employee performance (Y) is influenced by 21.6% by work motivation (X1).

b. The direct effect of X2 on Y

$$\begin{aligned}
 &= (\gamma_{YX2})^2 \times 100\% \\
 &= (0.468)^2 \times 100\% \\
 &= 21.9\%
 \end{aligned}$$

Employee Performance (Y) is influenced by 21.9% by organizational culture (X2).

c. Direct influence of X1 on X2

$$\begin{aligned}
 &= (\gamma_{X2X1})^2 \times 100\% \\
 &= (0.690)^2 \times 100\% \\
 &= 47.6\%
 \end{aligned}$$

Work Motivation (X1) contributes 47.6% to organizational culture (X2).

d. The indirect effect of X1 on Y through X2

$$\begin{aligned}
 &= \gamma_{X2X1} \times \gamma_{YX2} \times 100\% \\
 &= 0.690 \times 0.468 \times 100\% \\
 &= 32.29\%
 \end{aligned}$$

Work Motivation (X1) through Organizational Culture (X2) indirectly contributes 32.29% to Employee Performance (Y). The following table shows the recapitulation of the results of the calculation of the influence contribution above:

Table 8. Influence Contribution

Model	Original Sample (γ_i)	Direct Effect (γ_i) ² x 100%	Indirect Effect Melalui X2
X1 → Y	0,465	21,6%	32,29%
X2 → Y	0,468	21,9%	
X1 → X2	0,690	47,6%	

Source: DPPKB Karawang Regency, 2023

3. The coefficient of determination

The contribution of exogenous latent variables to endogenous latent variables is represented by a quantity known as the coefficient of determination. Table 9 provides a summary of the inspection results.

Table 9. Koefisien Determinasi

Model	R Square	Kontribusi Pengaruh dalam %	Pengaruh Faktor Lain ($1-R^2$)
X1, X2 → Y	0,735	73,50%	26,5%
X1 → X2	0,475	47,35%	52,5%

Source: DPPKB Karawang Regency, 2023

These results indicate that work motivation (X1) and organizational culture (X2) simultaneously contribute 73.5% to employee performance (Y), with the remaining 52.5% contributed by other aspects not examined. In addition, work motivation (X1) contributes 47.5% to organizational culture (X2).

Partial Hypothesis Testing

To find out the significance or significance of the effect that occurs, it is necessary to examine the hypothesis. t test is the statistical method used. The ttable value used to examine this hypothesis is 1.96, which is a critical level recommended for examining hypotheses in the PLS SEM for two-party examinations with a significance weight of 0.05 or 5% (α). The following is a partial hypothesis formulation that will be examined:

Hypothesis I

H01 : $\gamma_1 = 0$ Work motivation does not contribute significantly to employee performance.

Ha1 : $\gamma_1 \neq 0$ Work motivation makes an important contribution to employee performance.

The significance weight (α) used is 0.05 (5%).

Hypothesis checking parameters:

- 1) H0 is denied and Accepted if the weight of tcount > ttable
- 2) H0 is accepted and Hadith is denied if the weight of tcount < ttable

The examination results are summarized in table 10

Table 10. Results of the Hypothesis Test (t test) Work Motivation on Employee Performance

Model	Koefisien Jalur (γ)	T Statistics (O/STERR)	t _{table}	α	Keputusan	Kesimpulan
X1 → Y	0,465	3,840	1,96	0,05	Ho ditolak	Signifikan

Source: DPPKB Karawang Regency, 2023

The tcount value obtained is 3.840, as shown in table 10. The area of denial and acceptance of H0 is shown as follows if the partial hypothesis examination curve is mapped.

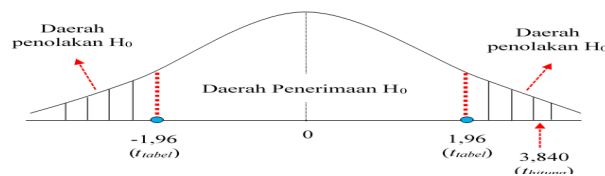


Figure 2. Hypothesis testing curve 1

Source: DPPKB Karawang Regency, 2023

Figure 2. Partial hypothesis testing curve shows that the t-count weight of 3.840 is in the H0 denial region. Therefore, with a confidence level of 95%, it can be concluded that H0 must be rejected and Ha accepted. This proves that work motivation makes an important contribution to employee performance; in other words, employees who have greater motivation certainly have an impact on better performance.

Hypothesis II

H02 : $\gamma_2 = 0$ Organizational culture does not contribute significantly to employee performance.

Ha2 : $\gamma_2 \neq 0$ Organizational Culture makes an important contribution to Employee Performance.

The significance weight (α) used is 0.05 (5%).

Hypothesis checking parameters:

- 1) H0 is denied and Ha is accepted if $t_{count} > t_{table}$
- 2) H0 is accepted and Ha is denied if the $t_{count} < t_{table}$

The inspection results are summarized in table 11:

Table 11. Results Of Hypothesis Testing (T-Test) Organizational Culture On Performance

Model	Koefisien Jalur (γ)	T Statistics (O/STERR)	t_{table}	α	Keputusan	Kesimpulan
X2 → Y	0,468	3,679	1,96	0,05	Ho ditolak	Signifikan

The tcount value found is 3.679, as shown in table 11. The areas of denial and acceptance of H0 are shown as follows if the partial hypothesis examination curve is mapped.

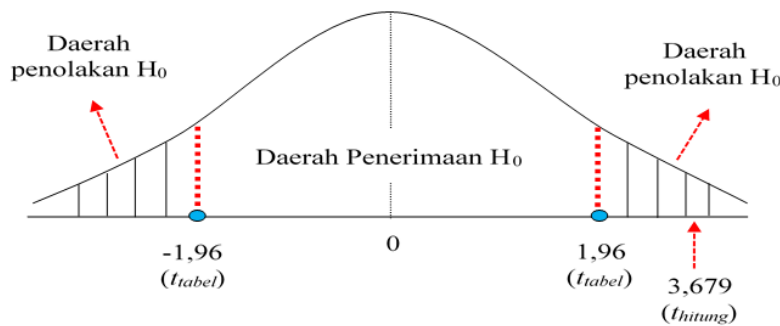


Figure 3. Hypothesis Testing Curve

Source: DPPKB Karawang Regency, 2023

Figure 3. Partial hypothesis testing curve shows that the t-count weight of 3.840 is in the H0 denial region. Therefore, with a 95% degree of support, it can be concluded that H0 must be denied and Ha accepted. It shows if the organizational culture makes a significant contribution to employee performance; a better organizational culture certainly has a higher impact on performance, while a less good organizational culture can have a worse impact on employee performance.

Hypothesis III

H03 : $\gamma_3 = 0$ Work Motivation does not contribute significantly to Organizational Culture.

Ha3 : $\gamma_3 \neq 0$ Work motivation makes an important contribution to organizational culture.

The significance weight (α) used is 0.05 (5%).

Hypothesis checking parameters:

- 1) H0 is denied and Ha is accepted if the weight of tcount > ttable
- 2) H0 is accepted and Ha is denied if the tcount < ttable

The inspection results are summarized in the table:

Table 12. Results Of Hypothesis Testing (T-Test) Work Motivation On Organizational Culture

Model	Koefisien Jalur (γ)	T Statistics (O/STERR)	t _{tabel}	α	Keputusan	Kesimpulan
X1 → X2	0,690	10,098	1,96	0,05	Ho ditolak	Signifikan

Source: DPPKB Karawang Regency, 2023

Table 12 shows the t count value of 10.098. The areas of denial and acceptance of H0 will be shown in the following figure if they are mapped onto the partial hypothesis testing curve

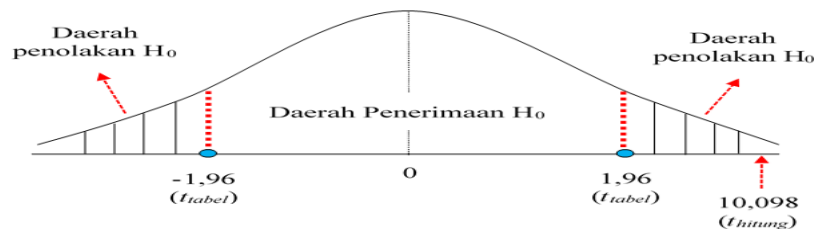


Figure 4. Hypothesis Testing Curve 3

Source: DPPKB Karawang Regency, 2023

Figure 4. The partial hypothesis examination curve shows that the tcount value of 10.100 is in the area of denial of H0, so with a 95% confidence level, it can be confirmed to deny H0 and accept Ha. This explains that work motivation makes a significant contribution to organizational culture, with better work motivation having an impact on better organizational culture for employees, while lower motivation will have a worse organizational culture for employees.

Sobel Test

Next, Sobel tests the following hypotheses to support evidence that there is an intervening (mediation) effect in the model studied:

Hypothesis IV

H04 : $\gamma_4 = 0$ Work motivation through organizational culture mediation does not contribute significantly to employee performance.

Ha4 : $\gamma_4 \neq 0$ Work motivation through organizational culture mediation affects employee performance.

The significance weight (α) used is 0.05 (5%).

Hypothesis checking parameters:

- 1) H0 is denied and Ha is accepted if tcount > ttable
- 2) H0 is accepted and Ha is denied if the weight of tcount < ttable

The examination results are summarized in the table:

Table 13. Results of Hypothesis Testing (t-test) Work Motivation Through Mediation of Organizational Culture on Employee Performance

Model	Test Statistics (t_{hitung})	t_{tabel}	α	Keputusan	Kesimpulan
X1 → X2 → Y	3,391	1,96	0,05	Ho ditolak	Tidak Signifikan

Source: DPPKB Karawang Regency, 2023

Shown in table 13, the calculated t value obtained is 3.391. The areas of rejection and acceptance of H0 are as follows:

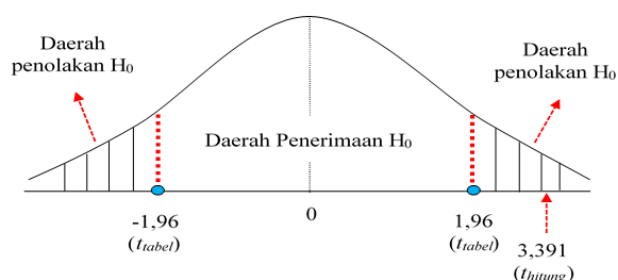


Figure 5. Hypothesis Testing Curve 4

Source: DPPKB Karawang Regency, 2023

The tcount value of 3,391 is in the area of acceptance of H0, as shown by the partial hypothesis examination curve in the figure above with a 95% confidence level, it can be determined to reject H0 and accept Ha. This shows that work motivation through organizational culture influences employee performance, with higher work motivation and better culture having an impact on better employee quality.

Simultaneous Hypothesis Examination

The F test is used to examine this simultaneous hypothesis. The F table value for this test is 3.24, which is found from table F with df1 (k) = 2 and df2 (n-(k+1)) = 39 at a confidence weight of (a) 5%. The simultaneous hypothesis formula to be examined is:

H0 : $\gamma_i = 0$ Work Motivation and Organizational Culture simultaneously contribute to Employee Performance.

Ha : $\gamma_i \neq 0$ Work Motivation and Organizational Culture simultaneously contribute to Employee Performance.

The significance weight (α) used is 0.05 (5%).

Hypothesis checking parameters:

1) H0 is denied and Ha is accepted if the value of $F_h > F_t$

2) H0 is accepted and Ha is denied if the value of $F_h < F_t$

The inspection results can be seen in the following table:

Table 14. Results of Simultaneous Hypothesis Testing (Test F)

Model	F_{hitung}	F_{tabel}	A	Keputusan	Kesimpulan
X1, X2 → Y	10,347	3,143	0,05	Ho ditolak	Signifikan

Source: DPPKB Karawang Regency, 2023

The obtained Fcount value is 10.347, as shown in the data from table 14. The Ftable and Fcount values can be seen in the following figure if they are mapped onto the simultaneous hypothesis examination curve.

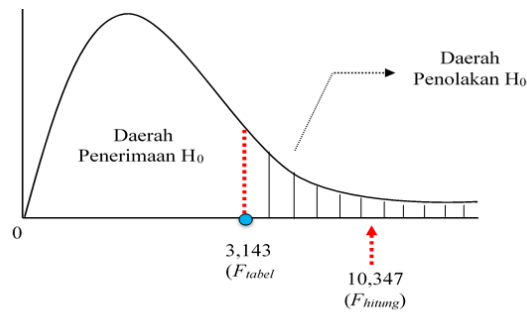


Figure 6. Simultaneous Hypothesis Testing Curve (F Test)

Source: DPPKB Karawang Regency, 2023

Figure 6. The simultaneous hypothesis curve shows that the Fcount weight found is 10.347, exceeding the Ftable weight of 3.143, so it is in the region of H0 denial. Therefore, with a degree of support of 95%, it can be determined to reject H0 and accept Ha. This proves that work motivation and organizational culture contribute significantly to the performance of employees at the Population Control and Family Planning Office.

Discussion

Correlation between Work Motivation (X1) and Organizational Culture (X2)

Work motivation (X1) and organizational culture (X2) have a correlation value of 0.690 with a significance of 0.000, and a correlation interval of 0.60-0.799 with a strong level. Therefore, it can be stated that work motivation (X1) and organizational culture (X2) have a strong and one-way relationship. A previous study by Y Rudiantono (2017) explained that there is an explicit link between work motivation and organizational culture.

Partial Effect of Work Motivation (X1) on Employee Performance (Y)

For the contribution of work motivation (X1) to employee performance (Y), the calculated t weight (3.840) exceeds the table weight value (1.96) and the significance value (0.000) is lower than 0.05. Thus, it can be concluded that work motivation contributes partially to the performance of employees at the Population Control and Family Planning Office of Karawang Regency. Therefore, the second hypothesis that work motivation has a partial effect on employee performance is accepted.

This finding is in line with the findings of Isnan Munawirsyah (2018) who found that work motivation factors have a positive and significant impact on employee performance. In addition, the findings of Adi Komarudin (2020) show that work motivation is very crucial for a worker to achieve high performance.

Partial Effect of Organizational Culture (X2) on Employee Performance (Y)

To find the contribution of organizational culture (X2) to employee performance (Y), the t test value (3.679) is greater than the t table test value (1.96), and the significance value (0.000) is less than 0.05. Thus, it can be concluded that organizational culture has a partial effect on employee performance at the Population Control and Family Planning Office of Karawang Regency. Thus, the third hypothesis is accepted, namely that organizational culture has a partial influence on employee performance.

Muhammad Ahmad Rivai's research (2020) found that organizational culture had a positive and significant impact on the performance of employees of PT Federal International Finance Medan. In addition, Nico et al. (2018) found that organizational culture influenced employee performance at the Sekarputih Village Office, Tegalampel District, Bondowoso Regency. This means that employees will work better if they are familiar with the company's organizational culture. Work motivation (X1) makes a greater contribution to employee performance (Y) at the Population Control and Family Planning Office of Karawang Regency, because it has a 0.461 influence on organizational culture (X2) and a 0.458 influence on work motivation (X1).

Simultaneous Effect of Work Motivation (X1) and Organizational Culture (X2) on Employee Performance (Y)

According to the results of the f test of work motivation (X1) and organizational culture (X2) on employee performance (Y), with the sig test criteria. $(0.000) < (0.05)$ and fcount (10.347) is greater than ftable (3.24), H_0 is rejected indicating that there is a simultaneous effect of each variable of work motivation (X1) and organizational culture (X2) on employee performance (Y). The total influence on employee performance (Y) is 0.735 or 73.5%. The fourth hypothesis is accepted, which states that organizational culture and work motivation simultaneously affect employee performance in the Population Control and Family Planning Office of Karawang Regency. This finding is in line with the research of Oryz Setiawan et al. (2019) which explains that both work motivation and organizational culture have a positive and significant effect on employee performance.

4. Conclusions

Among the research findings and discussions conducted at the Population Control and Family Planning Office of Karawang Regency are as follows:

1. There is a strong and positive correlation between organizational culture and work motivation;
2. There is a partial influence between organizational culture and employee performance; And
3. There is a partial influence between organizational culture and employee performance.
4. There is a simultaneous influence of work motivation and organizational culture on employee performance.

Suggestion

In relation to the research findings, there are several recommendations that can be considered as follows:

1. Employees of the Population Control and Family Planning Office of Karawang Regency are expected to be able to maintain and improve their performance to achieve quality performance, which will have a positive impact on the organization.
2. To further maintain and increase employee motivation, the Population Control and Family Planning Office of Karawang Regency must do the following: Taking into account competencies such as level of education, expertise, and proficiency required to complete new jobs, this can lead to difficulties at work .
3. The focus of this research is limited to the influence of organizational culture and work motivation on employee performance. In other words, this study ignores other variables that might affect employee performance. Future researchers should reflect on including other variables in their research.

4. This study only had 41 respondents, so it is hoped that future researchers can use more people to replicate the model.

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