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The Effect of Work Motivation and Organizational Culture on Employee Performance at PT. Telkom Padang Branch

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Abstract: This study aims to analyze the influence of Work Motivation and Organizational Culture on Employee Performance of PT. Telkom Padang branch . This research was conducted at PT. Telkom Padang branch . The population in this study were all employees of PT. Telkom Padang branch totaling 142 people . The sampling technique used was a *proportional cluster sampling* technique so that a sample of 79 people was obtained. The data analysis technique used is regression analysis . Hypothesis testing in this study was carried out with the f test and t test. The results of the study show that : (1) Work motivation has a significant positive effect on Employee Performance at PT Telkom Padang branch , (2) Organizational Culture has a significant positive effect on Employee Performance at PT Telkom Padang branch .

Keywords: Work Motivation, Organizational Culture, Employee Performance .

INTRODUCTION

The achievement of one of the organizational goals depends on the human resources who carry out the work. Therefore, qualified employees are employees who are able to carry out their work and have good performance needed by the organization to achieve organizational goals. Because basically the success of the organization as a whole is the contribution of good work or performance from employees.

Performance is very important for the organization as a benchmark to determine the level of effectiveness of the implementation of an employee. Performance according to Rivai (2009: 350) is "a process or set of processes regarding what will be achieved". Performance is very important for employees and organizations, so the factors that affect performance must be considered and improved.

Employee performance does not only depend on their ability to complete tasks but also on the work motivation they have, this is in accordance with the opinion of Winardi (2001: 6)

that motivation is a potential force that exists within a human being, which can be developed by a number of external forces. which may affect its performance. With high work motivation, an employee will be serious and work hard at work so that it affects the performance of employees in the company. Not only work motivation, performance can also be influenced by organizational culture, this is in accordance with the opinion of Robbins (2010: 66) that a strong organizational culture tends to show a relationship with good organizational performance.

The object of this research is the employees of PT. Telkom Padang branch. PT.Telkom is a state-owned enterprise and the largest telecommunications and network service provider in Indonesia. PT. Telkom provides *infocomm* , fixed wireline and wireless *telephone services* , cellular telephone services, data and internet, as well as network and interconnection, both directly and through its subsidiaries. Employee performance in PT.Telkom is very important for PT.Telkom itself as a benchmark to determine the level of effectiveness of an employee's implementation.

Increasing work motivation to achieve high performance of PT. Telkom employees must be carried out, primarily intended to improve organizational performance and effectiveness. Organizational effectiveness can be increased by creating a strong culture, which can be used to achieve organizational goals. Every organization has an organizational culture that functions to form rules or guidelines for thinking and acting in achieving the goals set. This means that an organizational culture that grows and is well maintained will be able to spur the organization to improve its organizational performance.

The organizational culture in PT. Telkom is Initiative, High moral value, Skilled, Good service, Nuance of the image. This culture has contributed to the development of the organization to its current state, but in its development the level of stability of employees brings back consequences to the culture itself, thus affecting the performance of its employees. The application of organizational culture at PT. Telkom is still felt to be not firmly embedded in its employees. The phenomenon seen by the author when making observations, is the slow handling of disturbances that occur on *speedy internet connections* that are not in accordance with the culture of initiatives implemented by PT.Telkom. Another phenomenon that can be seen is that some employees are often seen chatting about things that are not related to work, this results in a lot of unfinished work so that the achievement of work program targets is not optimal and directly or indirectly affects employee performance.

Based on the description that has been stated above, the formulation of the problem in this study is as follows: (1) How far does work motivation influence employee performance ? to employees of PT. Telkom Padang branch ? (2) To what extent does Organizational Culture influence employee performance at PT Telkom Padang branch?

LITERATURE REVIEWS

Performance according to Rivai (2005: 14) is "the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or criteria that have been determined in advance and have been mutually agreed upon". According to Suwatno (2011: 161) performance is a real achievement displayed by someone after the person concerned has carried out his duties and role in the organization.

According to Priance (2011: 196) performance is "the result achieved by a person according to the applicable size, within a certain period of time, with regard to work and behavior and actions". From the description above it can be concluded that performance is a record of the results of an employee's work based on the tasks assigned to him over a certain period of time and has a strong relationship with organizational goals.

Factors Which can affect performance according to Wibowo (2010:59) includes organizational strategy , organizational culture and individual attributes (skills and abilities) . While the factors that affect performance according to Priansa (2011: 205) are "work environment, work motivation, leadership style, behavior, attitudes, and actions of colleagues.

According to Anoraga (2006: 37) motivation is a model in moving employees so that they can carry out their respective duties in achieving goals with full awareness, passion and responsibility. Furthermore Robbins in Winardi (2001: 1) reveals motivation is the willingness to carry out high efforts to achieve organizational goals, which are conditioned by the ability of such efforts to meet certain individual needs.

According to Rivai (2009: 455) motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. Attitudes and values are something that is *invisible* , giving strength to encourage individuals to behave in achieving goals. According to Hasibuan (2012: 141) motivation is something that causes, distributes and supports human behavior so that they want to work hard and enthusiastically achieve optimal results. Motivation is increasingly important because managers distribute work to their subordinates to do well and be integrated towards the desired goals .

According to Winardi (2001: 6) that motivation is a potential force that exists within a human being, which can be developed by a number of external forces that can affect his performance. With high work motivation, an employee will be serious and work hard at work so that it affects the performance of employees in the company.

According to Sutrisno (2011: 2) organizational culture can be defined as a system of values - beliefs, assumptions *or* norms that have long been in force, agreed upon and followed by members of an organization as a guideline for behavior and problem solving - its organizational problems. Another opinion regarding organizational culture, according to Wibowo (2010: 15) is a pattern of basic assumptions found and developed by a certain group because of studying and mastering problems of external adaptation and internal integration, which has worked well enough to be considered properly and therefore taught to new members as the correct way to prepare, think and feel in relation to the problem.

According to Sobirin (2009: 129) culture is the beliefs, values , meanings and assumptions that are collectively shared by a social group to help reinforce the way they interact with each other and reinforce them in responding to the environment. From some of the definitions above, it can be concluded that organizational culture is a system that contains behavioral, social, and norms that are adhered to by each individual in it to direct their actions in achieving organizational goals.

According to Robbins (2010:66) a strong culture tends to show a relationship with good organizational performance. Organizational culture is an even more important factor in determining the success or failure of an organization. Organizational culture develops easily in organizations full of rational and intelligent people, so that organizational culture can be made to further enhance performance.

METHODS

This type of research is a causative descriptive research. This research will be conducted on employees of PT. Telkom Branch Padang which is located at Jalan KH Ahmad Dahlan No. 17 Fields. The population in this study were all employees of PT Telkom Padang in 2013, totaling 142 people.

technique in this study uses proportional *cluster* sampling technique . To determine the number of samples in this study based on the *Slovin formula* in Umar (2008:65) with the following formula :

$$n = \frac{N}{1 + N.e^2}$$

Information:

- n = Sample size
- N = Population size
- e = Percentage of uncertainty slack due to sampling error that is still tolerated by 0.075%.

With the above formula, the number of samples can be determined as follows:

$$n = \frac{142}{1 + 142.(0.075)^2}$$

$$n = \frac{142}{1 + 0.79875}$$

$$= 78.94 \text{ rounded up to } 79 \text{ people .}$$

Types and sources of data in this study using primary and secondary data. Data collection techniques in this study were observation, distributing questionnaires, library research and interviews . The research instrument was using a questionnaire with a *Likert scale*. Before the questionnaire was used, it was first tested for validity and reliability . Out of a total of 42 statements submitted , one statement was issued from the indicator which is not valid , then 41 statements are obtained which are submitted for research. Data analysis techniques in research using regression analysis . Then a hypothesis test was carried out with the *t test* and a significance of $\alpha = 0.05$.

RESULTS AND DISCUSSION

Research result

Before using the regression analysis was carried out analysis prerequisite test namely normality test , multicollinearity test , linearity test and heteroscedasticity test. From the normality test, the results show that the data is normally distributed. Then from the multicollinearity test the results show that there is no multicollinearity between the independent variables so that it can be included in the multiple regression model. From the heteroscedasticity test, it was found that there were no heteroscedasticity symptoms in the regression model in this study. From the linearity test, it was found that the work motivation variable in this study obtained a sig value of *deviation from linearity* of $0.213 > 0.05$, so the regression model was linear and organizational culture (X 2) in this study obtained a sig value of *deviation from linearity* of $0.356 > 0.05$, then the regression model is linear . From these results meet the requirements to use regression analysis . The results of the regression analysis can be seen in the image below :

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.481a	.231	.211	3.98423

a. Predictors: (Constant), X1X2, X1

b. dependent Y Variables:

Source : Primary Data, 2014 (Processed)

Based on the table above it can be seen that the R Square value is 0.2 3 1, which means that the contribution of work motivation and organizational culture variables to employee

performance variables is 23.1% while 76.9% is determined by other variables not included in this study such as salary, promotions, and leadership.

Table 2. Multiple Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	11,099	7,776		1,427	.158
X1	.282	.094	.305	2,991	.004
X2	.376	.118	.324	3.176	.002

a. Dependent Variable: Y

Source: Primary Data 2014 (Processed)

Based on the table above, the multiple regression equation can be determined as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 11.099 + 0.282X_1 + 0.376X_2$$

Where:

Y = Employee performance

X₂ = Organizational Culture

X₁ = work motivation

a = Constant

b = Regression coefficient

e = Other factors not examined

Interpretation of the equation above: A constant of 11.099 indicates that without the influence of work motivation and organizational culture the performance scale value of PT. Telkom employees will remain 11.099. The regression coefficient value of work motivation is 0.282 with a positive direction, which means that work motivation has a positive relationship with the performance of employees of PT. Telkom Padang branch. This shows that work motivation can increase the performance of PT. Telkom employees by 0.282 assuming the other independent variables remain constant. The regression coefficient value of organizational culture has a greater influence than the work motivation variable in influencing employee performance with a coefficient value of 0.376 in a positive direction which means organizational culture has a positive relationship with PT. Telkom employee performance. This shows that the more optimal the application of organizational culture, the higher the performance of PT Telkom employees by 0.376 assuming that the other independent variables are constant.

Discussion

The Influence of Work Motivation on Employee Performance of PT. Telkom Padang branch

Based on the analysis, it is known that the regression coefficient of work motivation variable on employee performance is 0.282 at sig 0.004 < 0.05. This means that work motivation influences the performance of employees of PT. Telkom Padang branch positively and significantly, meaning that by further increasing work motivation in employees, it will improve the performance of employees of PT. Telkom Padang branch. This is in accordance with the opinion of Winardi (2001: 6) that motivation is a potential force that exists within a human being, which can be developed by a number of external forces that can affect his performance. This is also in accordance with the opinion of Robbins in Rivai (2005:15) that performance is a function of motivation, ability and opportunity. The results of other studies

show that the variable work motivation shows an average score of 4.04 with the respondent's level of achievement (TCR) 80.76 % , which means the work motivation of employees of PT. Telkom Padang branch in good criteria.

The Influence of Organizational Culture on Employee Performance at PT.Telkom Padang branch

Based on the analysis, it is known that the regression coefficient of the organizational culture variable on employee performance is 0.376 at sig 0.002 < 0.05 . This means that organizational culture influences the performance of employees of PT. Telkom Padang branch positively and significantly, meaning that by instilling a stronger culture in employees will improve the performance of employees of PT. Telkom Padang branch. This is in accordance with the research conducted by Tjahjono (2009) who revealed in his research entitled "the effect of work motivation and organizational culture on the performance of environmental officials at the Highways Service Office of Central Java Province ". The results of the research based on hypothesis testing state that there is a positive influence from Organizational Culture on Employee Performance. And Robbins (2010:66) a strong culture tends to show a relationship with good organizational performance . The results of the research description show the average score of organizational culture variables at PT. Telkom Padang branch obtained a result of 3.76 with a respondent achievement rate (TCR) of 75.28% which is in the criteria good enough .

CONCLUSION

Work motivation has a positive and significant relationship to employee performance. This shows that, by further increasing the work motivation of employees will improve the performance of employees of PT. Telkom Padang branch.

Organizational culture has a positive and significant relationship to employee performance. This shows that, by instilling a strong culture in employees will improve the performance of employees of PT. Telkom Padang branch.

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