
The Effect of Motivation on Employee Performance with Organizational Culture as a Moderating Variable

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ABSTRACT

This study aims to determine the effect of motivation on employee performance with organizational culture as a moderating variable. This research was conducted at the Office of BPJS Health and Employment Palopo Branch. The sample of this study was 56 employees and was determined by the total sampling method. Data collection was done by using a questionnaire method. Hypothesis testing in this study using the Warp PLS 7.0 program. The results of this study indicate that motivation has a positive effect on employee performance. In addition, this study also shows the results that organizational culture strengthens the influence of motivation on employee performance.

Keywords: Motivation, Organizational Culture, Employee Performance.

INTRODUCTION

BPJS Employment and Health is the Organizing Agency for employment and health social security programs that continuously strives to improve the performance of its employees in achieving its company goals, namely to become a world-class, trusted, friendly, and superior Social Security Organizing Agency (BPJS) in Operations and Services. To achieve this goal, BPJS Employment and Health must continue to manage its management in an organized manner without eliminating its function as a State-Owned Enterprise.

BPJS Employment and Health realizes that the support of its employees is the most important thing to keep moving forward as the agency for administering social security for

employment and health. In this case, BPJS Health and Employment needs to maximize the performance of its employees through motivation and organizational culture in the company so that the company can carry out its obligations as an insurance provider optimally. Motivation is a condition in a person's personality that encourages the individual's desire to carry out certain activities to achieve goals. Moreover, every company always wants the performance of each of its employees to increase. To achieve this, the company must provide good motivation to all employees to achieve work performance and improve performance. Without motivation,

The organizational culture that grows within BPJS should be able to increase the commitment of its employees so that it can produce satisfactory performance. However, the form of commitment that appears is expected not

only to be passive loyalty but also to involve an active relationship with work organizations that have the aim of giving all efforts for the success of the organization because those who are more committed to their organization will be better prepared to make various efforts for the success of the organization. Therefore, a collaboration between organizational culture and commitment is expected to become a solid unit to produce a good performance and achieve goals.

Research on employee performance has been widely studied, one of which is Thoyib (2005), with the research title "Relationship of Leadership, Culture, Strategy, and Performance," obtained results that leadership, organizational culture, and strategy affect employee performance. In addition, in his research, Rifai (2009) states that there is a relationship between leadership style, organizational culture, achievement motivation, and commitment to the organization with performance.

Based on the preceding, the authors are interested in researching "The Influence of Motivation on Employee Performance With Organizational Culture as a Moderating Variable (Study at the Office of BPJS Health and Employment Branch Palopo)."

Literature Review and Hypothesis Development

Understanding Motivation

According to Manulang (2004), citing Gie's opinion, the formulation of motivating or driving activities is as follows: "The work done by a manager is to inspire, encourage and encourage others, in this case, his employees to take actions. Giving this encouragement aims to remind people or employees to be enthusiastic and achieve the desired results from these people.

From the above understanding, it can be concluded that motivation is a force that can provide stimulation or encouragement and morale to employees to change the person's behavior and are used as a goal to increase work productivity so that they can work as desired by the agency.

Understanding Organizational Culture

Culture is a framework formed by a group of people who work in an organization that aims to solve the problems at hand. Organizational culture is a force that affects the work-life of employees. Organizational culture is the habits carried out in an organization that represent the norms and behaviors followed by its members (Agwu, 2014).

Organizational culture is a system of beliefs, values, and norms to guide organizational members' behavior to overcome problems that have occurred both externally and internally (Mangkunegara, 2005: 113). Organizational culture is always related to social values and standards and the form of relationships between organizations and individuals. The existence of culture in the organization provides a function as a binder for the organization's success (Yildiz, 2014). Organizational culture is the values or norms that serve as guidelines in carrying out the activities of an organization (Tisnawati and Saefullah, 2005: 71).

Organizational culture is an activity related to sharing the values and beliefs that underlie a company's identity. Organizational culture is a set of beliefs shared and accepted personally and used as a guide by a group to adapt to a diverse environment. This understanding relates to the characteristics of organizational culture, namely: organizational culture is given to new employees through the socialization process, organizational culture can influence behavior, and organizational culture works at different levels (Kretner and Kinichi, 2014).

Understanding Employee Performance

Employee performance is a term that comes from the word job performance or work performance is an effort obtained by an employee from the abilities he has on a task or job that has been carried out by the employee well, and the work performed is the result of an assessment/measurement by the employee—company which contains several criteria for employees that the company has determined.

According to Hasibuan (2001: 105), performance is something that can be achieved

by someone in carrying out the tasks assigned to him based on skills, experience and sincerity, and time.

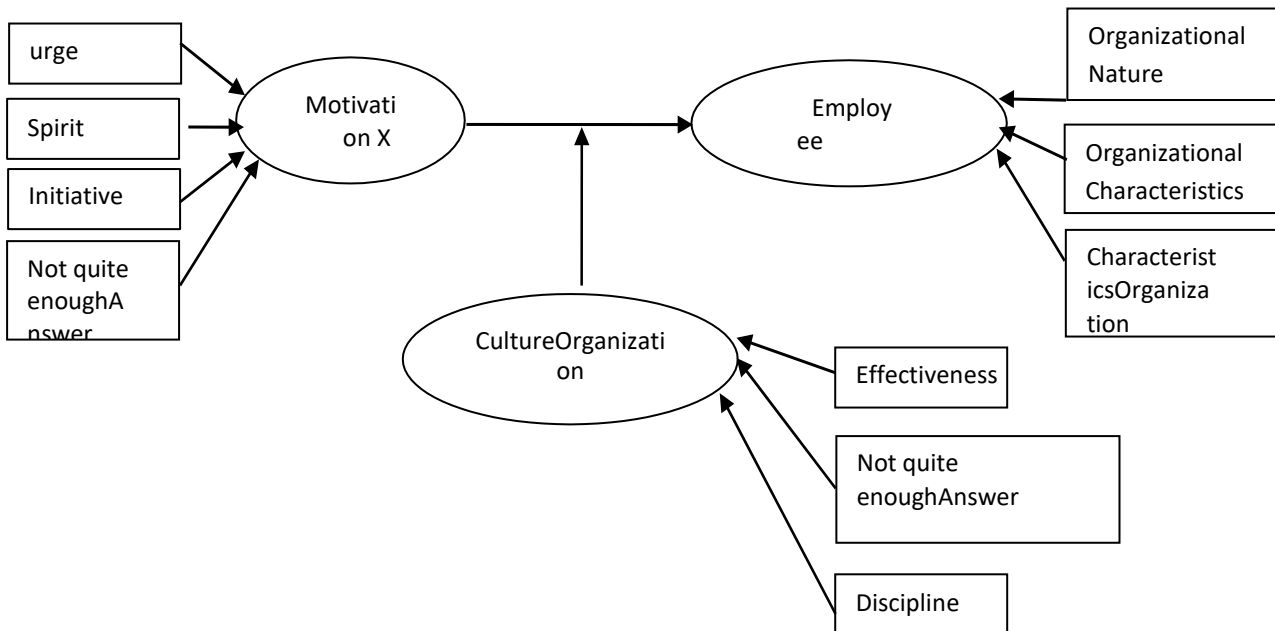
Meanwhile, according to Samsudin (2006: 159), performance is the level of implementation of tasks that can be achieved by a person, unit, or division by using existing capabilities and established boundaries to achieve organizational goals.

Furthermore, Handoko (2001:135) defines work performance as a process through which organizations evaluate or assess employee

performance. This activity can improve personnel decisions and provide feedback to employees about their work performance.

This study aims to determine whether or not there is an effect of the relationship between the dependent variable, namely employee performance and the independent variable, namely motivation, and the influence of the moderating variable, namely organizational culture. The conceptual framework used to formulate the hypothesis in this study is as follows:

Conceptual Framework Schematic



Based on the conceptual framework above, the following hypotheses were made in the study:

- 1: It is suspected that motivation affects employee performance at the BPJS Health and Employment Palopo Branch Office.
- 2: It is suspected that organizational culture strengthens motivation at the Office of BPJS Health and Employment Palopo Branch.

METHOD

This research includes quantitative research using the explanation survey method, where

research can be assessed according to its level based on the object's purpose.

In carrying out this research, the authors chose to research at the Office of BPJS Health and Employment in the Palopo Branch as a test of employee performance, while the time required in this study was approximately 2 (two) months.

The population is the entire group of people, events, or things of interest that the researcher wants to investigate. Therefore, the population in this study are all employees of the BPJS Health and Employment Office of the Palopo Branch for the 2020 period, with as many as 56 employees.

This study used the entire population as a sample, so the sample in this study was all 56 employees of the BPJS Health and Employment Office of the Palopo Branch for 2020. Therefore, the respondents in this study were all BPJS Health and Employment Palopo Branch employees for 2020.

The data collection method used a questionnaire to obtain relevant, reliable, objective data and could be used as a basis for the analysis process. The data analysis method used in this study is Warp PLS 7.0. Partial Least Square (PLS) is a multivariate analysis technique used to project linear relationships between observational variables.

RESULT and DISCUSSION

The results of the path coefficient test can be presented in the following table:

Path Coefficients Results

Table 1 Results of Path Coefficients

<i>Path</i>		<i>effect</i>	<i>P-Value</i>
Motivation	Performance Employee	0.594	0.001
Organizational culture * Motivation	Performance Employee	0.298	0.017

The table above shows that the magnitude of the probability value at the 5% level is concluded that the path is significant. Therefore, the interpretation of table 4.5 can be explained as follows:

1. Motivation has a positive and significant direct influence on employee performance with $P = 0.001 < (0.05)$; this coefficient indicates that a significant increase will follow an increase in motivation in employee performance.

2. Organizational culture that moderates motivation has a direct and significant influence on employee performance with $P = 0.017 < (0.05)$; this coefficient indicates that organizational culture will strengthen motivation in influencing employee performance improvement.

Adjusted R-Squared Value

Adjusted values in this study are as follows:

Table 2. Value of Adjusted R-Squared

Endogenous Variables	Adjusted Value
Employee performance	0.578

Based on the table above, the Adjusted value for the Reliability and Employee Performance construct is 0.578, which means that the influence of the Motivation and Organizational Culture construct in explaining the Employee Performance construct is 57.8%,

and other constructs outside the research model influence the remaining 42.2%. This.

The results and discussion of the research hypothesis testing can be summarized in table 4.7 below, as follows:

Table 3. Summary of Hypothesis Testing Results

<i>Path</i>		Hypothesis	<i>P-Value</i>	Results
Motivation	Employee performance	H1	0.001	Accepted
Organizational Culture and Motivation	Employee performance	H3	0.017	Accepted

The Effect of Motivation on Employee Performance

This empirical research shows that motivation has a positive and significant effect on employee performance at the Office of BPJS Health and Employment, Palopo Branch. Furthermore, this condition illustrates that the stronger and higher the motivation possessed by a person, the more influential it will be on the final performance of the office employee.

The motivation theory explains that a person's desire to work is influenced by that person's wants and needs (Maslow, 1996).

The results of this study are in line with and supported by research conducted by Maliah (2015), concluding that motivation has a positive and significant effect on employee performance. In addition, the results of this study are also consistent with research conducted by Luthfi (2014) and Harry (2013), which examined the effect of motivation on employee performance, stating that motivation has a positive and significant effect on employee performance.

Thus, it can be concluded that the hypothesis which states that motivation has a positive effect on employee performance at the Office of BPJS Health and Employment Palopo Branch is acceptable.

CONCLUSION

Based on the subject matter, research objectives, and discussion, it can be concluded that the results of the study indicate that from the two hypotheses built in this research, it can be accepted that H1 motivation has a positive effect

Organizational Culture strengthens the influence of Motivation on Employee Performance

This study found empirical evidence that organizational culture strengthens the influence of motivation on employee performance at the Office of BPJS Health and Employment Palopo Branch. Therefore, the organizational culture in an office will strengthen the relationship between motivation and performance so that employee performance results will increase.

Organizational culture is a value system held and carried out by members of the organization so that such things can distinguish the organization from other organizations. Thoyib (2005) states that organizational culture affects employee performance. The description shows that there is a relationship between Organizational Culture and Employee Performance. In addition, research conducted by Usman (2008) states that organizational culture affects motivation.

Thus, it can be concluded that the hypothesis which states that organizational culture strengthens the influence of motivation on employee performance at the Office of BPJS Health and Employment Palopo Branch is acceptable.

on Employee Performance, H2 Organizational Culture strengthens the influence of Motivation on Employee Performance. The role of motivation and organizational culture in improving employee performance is 57.8%, other constructs influence the remaining 42.2% outside this study.

Suggestion

Suggestions that researchers provide are expected to be used for the development of further research. For example, further research is expected not to limit the sampling area to only one area to represent a wider population. In addition, the research sample should not only be limited to public sector organizations but expanded so that it can include organizations in other sectors.

The researcher also suggests not only basing the measurement of research variables on respondents' perceptions. It is hoped that data collection in further research will not only be limited to distributing questionnaires but can also be done through interviews. The presence of the researcher when the respondent fills out the questionnaire should also be done. This will avoid response bias because respondents can ask directly about statement items that are not understood.

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