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THE INFLUENCE OF MOTIVATION AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF EMPLOYEES OF THE DIRECTORATE GENERAL OF HIGHWAY (BINA MARGA) AND CONSTRUCTION DEVELOPMENT AGENCY (BINA KONSTRUKSI) OF LAMPUNG PROVINCE

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ABSTRACT

This study aims to analyze the effect of motivation and organizational culture on the performance of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi). The type of research used is quantitative research. Data were collected using a questionnaire with a sample size of 49 people. The data analysis that the author used was multiple linear regression analysis. The results showed that there was a positive influence of motivation on the performance of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi). There is a positive influence of organizational culture on the performance of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi). There is a positive influence of motivation and organizational culture on the performance of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi). Suggestions, the Head of the Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) is expected to maintain motivation so that employee performance will improve in the future. It is suggested, for the Head of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) to pay attention to what employees need and want when employees have difficulties; provide solutions to the problems faced; always encourage periodically or continuously so that they are motivated to carry out their duties well in order to improve their performance better than before; can be creative and innovative in conditioning and assigning tasks to employees according to established procedures and regulations; and leaders can adjust their motivation conditionally, In addition, leaders should be willing to formulate policies that can improve the organizational culture of employees in order to achieve organizational goals.

Keywords: Motivation, Organizational Culture, and Performance

Introduction

Every organization and every employee When employees succeed in bringing progress to the organization, both parties benefit (Sunı & Sunı, 2023). For employees, success is the realization of their potential and an opportunity

to meet their needs. Meanwhile, for organizations, success is a means to develop the organization itself. Human resources in a government or private company play an important role, namely, they have great potential to carry out organizational activities (Yazdanpanah et al., 2021). The potential of each human resource in the organization must be utilized as well as possible to achieve maximum results (Nugroho, 2022)

To produce optimal employee performance is not easy because performance can be created if the variables that influence it, including motivation and organizational culture, can be accommodated properly and accepted by all employees in an organization/company (Chauke et al., 2022) According to Karepesina, (2023) suggests that individual performance contributes to organizational performance, meaning that the behavior of organizational members, both individually and in groups, gives strength to organizational performance because motivation affects organizational performance. Jibai & Hammoud, (2020) suggests that understanding motivation, both within employees and those from the environment, will help improve performance.

Motivation is a factor that can encourage members of the organization to be more active at work, the more they are motivated at work, this will encourage increase in employee performance (Rosalia et al., 2020). In this case, a manager needs to direct motivation by creating conditions (climate) of the organization through the formation of a work culture or organizational culture so that employees feel encouraged to work harder so that the performance achieved is also high (Paulus, 2022). Motivation must be well directed according to priorities and can be well received by employees because motivation cannot be given to every employee in different (Sejdija, 2016). culture is a system of spreading beliefs and values that develop in an organization and direct the behavior of its members. Organizational culture can be a major competitive advantage instrument, namely when organizational culture supports organizational strategy, and when organizational culture can answer or overcome environmental challenges quickly and appropriately (Kim & Chang, 2019).

The Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) is part of the Regional Apparatus Organization (OPD) in the Lampung Provincial Government which is responsible for the implementation of infrastructure. The Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) in managing employees to remain in accordance with their main tasks and functions, an evaluation is carried out using a performance management system which includes two aspects of assessment, namely, individual work targets (specific work assessment) and individual competencies (generic work assessment) by providing certain weightings which are then classified into A (Very good), B (Good), C (Fair), D (Less) and E (Very less).

Based on the results of pre-research, it was discovered that the performance conditions of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) in 2022 were as follows:

Table 1. Employee Composition and Performance Assessment of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) in 2022

No	Management Levels	Total	Classification				
			A (Very Good)	B (Good)	C (Neutral)	D (Not Good)	E (Very Bad)
1	Leadership elements						
	Ka UPTD	1	1	-	-	-	-
	Kasubbid	3	-	3	-	-	-
2	Supervisory element	9	-	4	5	-	-
3	Implementing elements	36	-	10	9	17	-
	Total	49	1	17	14	17	-

Source: Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) (2022)

Based on Table 1.1, it can be seen that the number of employees of the Lampung Provincial Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office with an A classification value is 1 (one) person or 2%, classification B is 18 (eighteen) people or 36%, classification C is 14

(fourteen) people or 28%, classification D is 17 (seventeen) people or 34% and there are no employees with classification value E or 0%. The results of the performance assessment of employees of the Lampung Provincial Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office show the performance of employees who are still in the C and D classifications. This is because employees are less active in developing their potential, resulting in difficulties in orientation when faced with new tasks.

The results of initial interviews obtained data that the motivation of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office is still relatively low, such as the lack of enthusiasm of employees in working and working if there is supervision from superiors. While from the existing organizational culture, it can be seen that there is still employee discipline in office hours that is so low, which in turn will result in low performance as well.

Literature Review

a. Motivation

Motivation is external and internal encouragement that influences a person to achieve goals in fulfilling their needs (Moosa & Aloka, 2023). Motivation can also be interpreted as meaning that humans have five levels of needs that must be met successively, starting from physiological, security, social, esteem, to self-actualization needs (Van den Broeck et al., 2016).

Work motivation is an important factor that influences employee productivity and job satisfaction (Aulia & Frinaldi, 2020). In work motivation, strategies are needed to improve performance, these strategies include:

1. Provide positive feedback by recognizing and appreciating employee achievements
2. Create a positive work environment by ensuring a conducive and enjoyable work atmosphere
3. Provide incentives and bonuses according to employee performance.

By understanding strategies to increase work motivation, companies can motivate employees for overall organizational success.

b. Organizational Culture

Organizational culture is a set of values, beliefs, norms and practices shared by members of an organization, by interacting and working together to achieve organizational goals (Abane & Phinaitrup, 2022). Organizational culture covers various aspects, from how decisions are made, how problems are resolved, to how communication occurs between members of the organization (Einhorn et al., 2024).

The importance of organizational culture is that it provides guidance to members about how an individual or group should behave and make decisions (Reda, 2018). With a good organizational culture it is often easier to attract and retain quality employees

c. Employee Performance

Employee performance is focused on how well employees carry out the tasks and responsibilities assigned to them (Barusman & Hidayat, 2017). Good employee performance is critical to an organization's success and growth. Good employee performance is critical to an organization's success and growth. Aspects of employee performance are seen from how well an employee achieves the desired goals or results. By looking at the level of persistence, rigor and excellence in work, employees are assessed in determining the quality of performance (Triansyah et al., 2023)

Understanding the definition and aspects of employee performance makes organizations more effective in managing, measuring and improving employee performance to achieve the company's strategic and operational goals (Rajendran & Doraisamy, 2022).

d. Framework

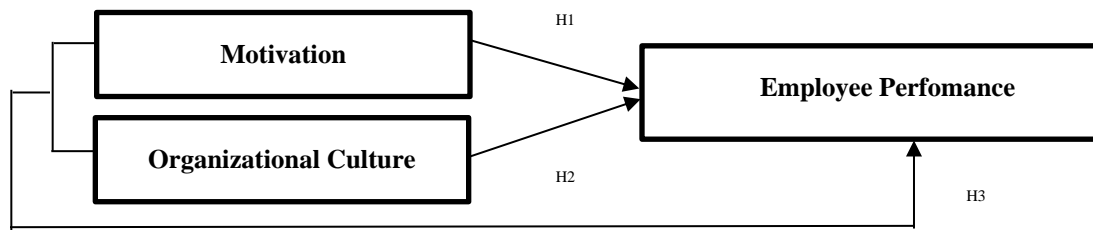


Figure 1. framework

Methodology

The type of research used is quantitative methodology. Quantitative research is a method used to collect, analyze and interpret numerical data (Lappalainen et al., 2019). The main goal of quantitative research is to measure the variables involved in the research and identify relationships or patterns between the variables. The type of data in this research uses secondary data and primary data. Secondary data here is data obtained from existing sources. Then primary data here is data collected directly by researchers for certain purposes. This research used a questionnaire with a sample of 49 people. The data quality test used in this research is the validity test and the reliability test. The data analysis that the author uses is multiple linear regression analysis.

Result and Discussion

a. Multiple Linear Regression

To determine the effect of independent variables on the dependent variable, regression analysis is used. The independent variables in this study are motivation (X1) and organizational culture (X2) while the dependent variable is performance (Y). To estimate the parameters or regression coefficients, a data processing system is used with the help of SPSS.

Table 2. Multiple Linear Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.136	3.901		8.187	.000
	Motivation	.871	.105	.012	4.083	.011
	Organization Culture	.268	.149	.125	2.853	.032

a. Dependent Variable: Employee Performance

Source: Data Processed, 2022

Based on the multiple linear regression results in table 10, it can be put into the equation:

$$Y = 24.136 + 0.871 X1 + 0.268 X2 + e$$

Based on the multiple linear regression results above, it can be concluded that the regression coefficient value of X1 is greater than the regression coefficient of X2. This shows that the contribution of motivation variables is higher (dominant) when compared to organizational culture variables in improving the performance of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office.

b. Coefficient of Determination (R²)

Table 3. Coefficient of Determination of Motivation on Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695 ^a	.483	.212	2.40338

a. Predictors: (Constant), Motivation

Source: Data processed, 2022

Table 3 above shows that the coefficient of determination = (R²) = 0.6952 = 0.483 x 100% = 48.3%. It can therefore be concluded that the influence of motivation (X1) on employee performance (Y) is 48.3%, and the remaining 51.7% is influenced by other factors not examined in this research.

Table 4. Coefficient Determination of Organizational Culture on Work Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 ^a	.278	.249	2.38479

a. Predictors: (Constant), Organization Culture

Source: Data processed, 2022

Based on Table 4, coefficient of determination = (R²) = 0.5272 = 0.278 x 100% = 27.8%. Thus, the magnitude of the influence of organizational culture (X2) on employee performance (Y) is 27.8%. Other factors not examined in this study influenced the remaining portion of 73.2%.

Table 5. Coefficient of Determination of Motivation and Organizational Culture on Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.529	.198	2.41039

a. Predictors: (Constant), Organizational Culture, Motivation

Source: Data processed, 2022

Based on Table 5 above, the Coefficient of Determination (KD) = (R²) = 0.7632 = 0.582 x 100% = 58.2%. So it can be concluded that the magnitude of the influence of motivation (X1) and organizational culture (X2) on employee performance (Y) is 58.2% while the remaining 41.8% is influenced by other factors not examined in this study.

c. Partial Hypothesis Testing (t-test)

a) Hypothesis Testing of the Effect of X1 (Motivation) on Variable Y (Performance)

Table 6. Hypothesis Testing of the Effect of X2 (Motivation) Against Variable Y (Performance)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	21.510	2.388		9.008	.000
	Motivation	.588	.104	.265	5.181	.012

a. Dependent Variable: Kinerja

Source: Data processed, 2022

Based on the t-test output in Table 6, it can be seen that the t_{count} value is = 5.181. When compared with the t_{table} at a real level of 95% and $\alpha = 0.05$, namely 2.19, then $t_{\text{count}} = 5.181 > t_{\text{table}} = 2.19$ so it can be concluded that: there is an influence between variable X2 (motivation) on variable Y (performance) of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office is accepted.

b) Hypothesis Testing of the Effect of X2 (Organizational Culture on Variable Y (Performance))

Table 7. The Effect of X2 (Organizational Culture) on Variable Y (Performance)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	23.970	3.311		7.240	.000
	Organizational Culture	.282	.146	.127	3.877	.014

a. Dependent Variable: Performance
Source: Data processed, 2022

Based on the t-test output in Table 7, it can be seen that the t-count value is = 3.877. When compared with the t_{table} at a real level of 95% and $\alpha = 0.05$, namely 2.19, then the $t_{\text{count}} = 3.877 > t_{\text{table}} = 2.19$ so it can be concluded that there is an influence between variable X1 (organizational culture) on variable Y (performance) of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office is accepted.

c) *Simultaneous Hypothesis Testing (F-test)*

Table 8. Hypothesis Testing of the Effect of Variable X1 (Motivation) and Variable X2 (Organizational Culture) on Variable Y (Performance)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.414	2	2.207	10.380	.017 ^b
	Residual	267.259	46	5.810		
	Total	271.673	48			

a. Dependent Variable: Performance
b. Predictors: (Constant), Organizational Culture, Motivation
Source: Data processed, 2022

In the ANOVA (analysis of variance) output Table 8, shows the F_{count} value of 10.830. When compared with F_{table} at a real level of 95% and $\alpha = 0.05$, namely 3.32, then $F_{\text{count}} = 10.830 > F_{\text{table}} = 3.32$ So it can be concluded that there is a positive and significant influence between variables X1 (motivation) and X2 (motivation) together on variable Y (performance) of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office is accepted. The entered remove variable shows that there are no variables removed from the regression model. This means that the three independent variables can enter into multiple regression calculations.

d) *Discussion*

Based on the t-test output in Table 6, it can be seen that the tcount value is = 5.181. When compared with the table at a real level of 95% and $\alpha = 0.05$, namely 2.19, then tcount = 5.181 > ttable = 2.19 so it can be concluded that: there is an influence between variable X2 (motivation) on variable Y (performance) of employees of the

Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office is accepted.

Based on Table 7, it can be seen that the t_{count} value is = 3.877. When compared with the t_{table} at a real level of 95% and $\alpha = 0.05$, namely 2.19, then $t_{count} = 3.877 > t_{table} = 2.19$ so it can be concluded that there is an influence between variable X1 (organizational culture) on variable Y (performance) of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office is accepted.

In the ANOVA (analysis of variance) output Table 8 shows the F_{count} value is 10.830. When compared with F_{table} at a real level of 95% and $\alpha = 0.05$, namely 3.32, then $F_{count} = 10.830 > F_{table} = 3.32$. So it can be concluded that there is a positive and significant influence between variables X1 (motivation) and X2 (motivation) together on variable Y (performance) of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office is accepted. The three independent variables can be included in the multiple regression calculation because the deleted variable entered indicates that no variables were excluded from the regression model.

Motivation is a factor in encouraging members of the organization to be more active in working, this will encourage an increase in employee performance (Anwar, 2015: 4). A manager must motivate employees by creating a work environment or culture that encourages higher performance. Motivation must be well directed according to priorities and can be well received by employees because motivation cannot be given to every employee in different forms (Brahmasari and Suprayetno, 2018: 125). The motivation drives employees' enthusiasm to do this work sincerely without feeling pressure which causes work stress due to the workload faced by employees in doing their work.

Organizational culture is a system of beliefs and values that develops in an organization and directs the behavior of its members. Organizational culture can be a major competitive advantage instrument, namely if the organizational culture supports the organization's strategy, and if the organizational culture can answer or overcome environmental challenges quickly and accurately (Soedjono, 2015: 24).

Gibson in Brahmasari and Suprayetno (2018: 129) states that organizational performance depends on individual performance, which means that individual and group behavior has power over the organization because motivation affects the organization. Sujak (2010: 76) in Brahmasari and Suprayetno (2018: 129), suggested that understanding motivation, both within employees and those from the environment, will help improve performance.

Motivation and organizational culture have a significant influence on the performance of employees of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office, both partially and simultaneously (together). This study shows that these variables need to be considered and also continuously improve performance for the progress of the agency.

Conclusions and Suggestions

a. Conclusion

1. The Head of the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office is expected to maintain motivation so that employee performance will improve in the future. It is recommended, for the Head of the Lampung Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office to pay attention to what employees need and want when employees have difficulties; provide solutions to the problems faced; always encourage periodically or continuously so that they are motivated to carry out their duties well in order to improve better performance than before; can be creative and innovative in conditioning and assigning tasks to employees according to established procedures and regulations; and leaders can adjust their motivation conditionally, In addition, leaders should be willing to formulate policies that can improve the organizational culture of employees in order to achieve organizational goals.
2. It is expected that the Lampung Province Directorate General of Highway (Bina Marga) and Construction Development Agency (Bina Konstruksi) Office needs to improve the organizational culture of employees so that the performance shown by employees will better and can improve employee performance, especially in providing services for the community in Lampung Province, will be even better in the future.

3. For future research, it is hoped that the population and research sample will be expanded to more objectively and comprehensively view an organization's performance and achieve better results.

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