
INFLUENCE OF ORGANIZATIONAL CULTURE AND MOTIVATION OF EMPLOYEE PERFORMANCE AT PT TOYOTA ASTRA BRANCH PONDOK INDAH, SOUTH JAKARTA

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Abstract - *This study aims to determine the effect of organizational culture and motivation on employee performance at PT Toyota Astra Pondok Indah Branch, South Jakarta. This research method uses a quantitative and associative approach. The sample in this study were 61 people. Data collection techniques using questionnaires and data analysis techniques used multiple linear regression statistical analysis. Based on the results of the study, it is known: (1) organizational culture has a significant effect on employee performance with the regression equation $Y = 42,998 + 0.473 X$, the influence of organizational culture on employee performance is 0.639 which is included in the strong category. Organizational culture on employee performance contributes 43.3%, where the results of t count ($6.383 > 2.001$) and significance ($0.000 < 0.05$) which means H_a is accepted and H_0 is rejected. (2) Motivation has a significant effect on employee performance with the regression equation $Y = 35,479 + 0,568 X_2$, the influence of motivation on employee performance is 0,589 which is included in the strong category. Motivation to employee performance contributes 43.3%, where t count is ($5.601 > 2.001$) and significance ($0.000 < 0.05$) which means H_a is accepted and H_0 is rejected. So it can be concluded that there is a significant influence of motivation on employee performance. (3) organizational culture and motivation simultaneously have a significant effect on employee performance with the regression equation f count ($22.246 > f$ table (3.16)) and the significance of organizational culture and motivation on performance together (simultaneously). Based on the results of the coefficient of determination (R) obtained at 0.434, it can be concluded that the contribution of the influence between organizational culture variables and motivational variables on performance is 43.3% while the remaining 56.7% is influenced by other variables outside the study.*

Keywords: *Organizational Culture, Motivation, Employee Performance*

I. INTRODUCTION

The progress of a company is determined by the performance of HR (Human Resources) in it. A person's performance can be said to be good if he can carry out his work well, which means he can meet the goals

and targets set by the company. Therefore, it is expected that each individual can work as well as possible and maintain that his performance can continue to improve so that the company can compete with the times.

PT. Toyota Astra Pondok Indah Branch, South Jakarta is one of the car loan service companies in South Jakarta. As a credit service company, PT. Toyota Astra Pondok Indah Branch, South Jakarta, accommodates a lot of workers. In its operation, of course, the company needs to pay attention to the performance of its employees, considering that employee performance is closely related to the quality of the company, including the quality of services produced.

Performance appraisal is done to find out how well an employee does what he or she should be doing. In assessing its employees, PT. Toyota Astra Pondok Indah Branch, South Jakarta, looks at several aspects such as neatness, accuracy, error rate and interrelationship of work results. Assessment is carried out to each employee by giving BS (Excellent), B (Good), C (Enough), and K (Poor) scores. According to the explanation of the head of HRD (Human Resource Development) PT. For Toyota Astra Pondok Indah Branch, South Jakarta, the employee performance target expected by the company is to obtain a cumulative score of BS (Excellent) and B (Good), at least 50% or half the number of employees in the company in each assessment period.

Table 1. Employee Performance Assessment Data PT. Toyota Astra Pondok Indah Branch, South Jakarta Period 2015 to 2020

Year	Number of employees	Persentase			
		BS	B	C	K
2017	53	0%	22,26%	76,69%	1,07%
2018	60	0%	71,91%	27,39%	0,70%
2019	58	0%	56,78%	42,58%	0,64%

Source: HR Department of PT. Toyota Astra Pondok Indah Branch, South Jakarta, which was processed by the author in 2020

The data in Table 1 shows that 2017 was a year in which employee performance was very low. The cumulative value of BS and B is only 22.26%, far from the set target, which is above 50%. In 2018 employee performance experienced a significant increase. The cumulative value of BS and B in 2018 was 71.91%. However, in the next years, employee performance has again decreased. In 2019 the employee's performance was able to meet the target because the cumulative value of BS and B was 56.78%. Every year employee performance is still unstable (fluctuating).

From the explanation above, it can be seen that only 2018 and 2019 were able to meet the company's employee performance appraisal target. In the last year, the resulting employee performance was not able to meet

the target set even though there was a slight increase from the previous year. It can be concluded that the performance of employees of PT. Toyota Astra Pondok Indah Branch, South Jakarta is less than satisfactory.

Based on the data obtained and the results of the observations above, the author conducted follow-up interviews with 30 employees who work at PT. Toyota Astra Pondok Indah Branch, South Jakarta. Interviews were conducted to find out what are the factors that cause employee performance at PT. Toyota Astra Pondok Indah Branch, South Jakarta has not been satisfactory. The following data were obtained from interviews with 30 employees of PT. Toyota Astra Pondok Indah Branch, South Jakarta :

Table 2.
Pre-survey data on 30 employees regarding factors that are indicated to affect employee performance at PT. Toyota Astra Pondok Indah Branch

No	Influencing Factors	Number of Respondents
1	Organizational culture	7
2	Work discipline	4
3	Compensation	4
4	Work motivation	10
5	Leader attitude	5

(Source: Primary data processed in 2020)

Seen from table 2, the biggest factor affecting performance is work motivation with 10 respondents. The second is organizational culture with 7 respondents. Then 5 respondents chose the attitude of the leader. Meanwhile, work discipline and compensation received the same number of respondents, namely 4 people.

According to Mc.Celland in Hasibuan (1996), there are 3 indicators to determine the level of motivation of employees in a company. The indicators are the need for achievement, the need for affiliation, and the need for power.

Motivation is the biggest factor that affects the performance of employees at PT. Toyota Astra Pondok Indah Branch, South Jakarta. According to the results of interviews conducted with the 30 employees above, some of the employees said that they tended not to have the motivation to work better in order to get an award or achievement in their work (need for achievement). This is due to the absence of special bonuses or rewards for employees who work better. There is no difference between outstanding employees and employees who are not. If there are employees who have poor performance, the company only gives a warning. And if there are employees who make mistakes, the company does not provide strict sanctions such as salary cuts or dismissals.

Organizational culture is the second factor that affects the performance of employees at PT. Toyota Astra Pondok Indah Branch, South Jakarta. From the results of the pre-survey conducted by the author, the culture contained in PT. Toyota Astra Pondok Indah Branch, South Jakarta is considered unfavorable, causing unsatisfactory employee performance. According to Wirawan (2007:129), organizational culture

indicators include the implementation of norms, the implementation of values, and beliefs and philosophies.

PT. Toyota Astra Pondok Indah Branch, South Jakarta has established rules and norms that are expected to be obeyed by all employees in it. However, from the results of observations in January-February 2021, it appears that some employees often violate the applicable rules and norms. There are still many employees who do not use the work equipment that has been set by the company. As in the production department, many employees do not wear helmets. In the area of crops and agro, some employees ignore the rules on the use of shoes.

II. LITERATURE REVIEW

A. Employee Performance

According to Hasibuan, (2017: 94), employee performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Meanwhile, according to Mangkunegara (2017: 9) states that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. According to Sedarmayanti (2018: 260) performance is the result of one's work, an overall management process, where the results of one's work must be shown concrete and measurable evidence. Performance or performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning.

Mangkunegara (2009:75) suggests that there are 3 performance indicators, namely:

1. Quality of work is how well an employee does what is supposed to be done.
2. Quantity of work is how long an employee works in one day.
3. Implementation of tasks is how far the employee is able to do his job accurately or without errors.
4. Responsibility for work is awareness of the employee's obligation to carry out the work given by the company

B. Organizational Culture

According to Robbins and Judge (2013: 225) organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. Meanwhile, Moorhead and Griffin (1995: 246) define organizational culture as a set of values that are accepted as always true, which helps someone in the organization to understand which actions are acceptable and which actions are not acceptable and these values are communicated through stories and stories. other symbolic ways.

According to Robbins and Judge (2013:512), the following are the characteristics:

1. Innovation and risk-taking The extent to which employees are encouraged to be innovative and take risks.
2. Attention to detail The extent to which employees are expected to exercise due care, analysis and attention to detail.
3. Human-oriented, the extent to which management decisions consider the effect of these results on people within the organization.



4. Results oriented, Management focuses on results rather than on the techniques and processes used to achieve those results.
5. Team oriented, the extent to which work activities are organized in teams not only on individuals.

C. Motivation

Motivation according to Edy Sutrisno (2012:109) says that motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a factor driving one's behavior.

According to Robbin and Judge (2011: 238) more specifically says that motivation is a process that explains the intensity, individuality, direction, and persistence of efforts towards achieving goals. According to Maslow (1970) motivation is the driving force from within that causes humans to do something or try to fulfill their needs. Work Motivation according to Abraham Maslow in Suwatno and Donni Juni Priansa (2016:177), among others

1. Physiological Needs

The need for survival. Included in this need are the needs for food, drink, housing, air, and so on. The desire to fulfill this need stimulates a person to behave or work diligently.

2. Safety and Security Needs

The need for freedom from threats, namely feeling safe from the threat of accidents and safety in carrying out work.

3. Social Needs

Social needs, friends, affiliation, interaction, being loved and loving, and being accepted in the association of groups of workers and their environment.

4. Appreciation Needs (Esteem or Status Needs)

The need for self-esteem and recognition and respect for prestige from employees and the community.

5. Self-Actualization Needs

Self-actualization needs by using abilities, skills and optimal potential to achieve very satisfying work performance.

III. RESEARCH METHODS

This research is a causal associative research using a quantitative approach. Quantitative approach is a method of processing data to describe the state of the company which is then analyzed based on existing data. The place of this research was carried out at PT. Toyota Astra Finance Pondok Indah branch, South Jakarta. The population that is used as the object of this research is all employees of PT. Toyota Astra Finance Pondok Indah Branch, South Jakarta with 61 employees. And the sample used is the entire existing population, namely 61 people, Sugiyono (2013: 120), who says that if the population is less than one hundred (100), then all members of the population should be used as research objects/subjects. The data collection technique used in this study was a questionnaire using a Likert scale of 1-4.

IV. RESULT

A. Instrument Test

The results of the r arithmetic instrument variable Organizational Culture (X1) show that $r_{count} > r_{table}$ 0.254 then all items of the Organizational Culture table instrument (X1) are declared valid. the results of the r arithmetic of the motivation variable instrument (X2) show that $r_{count} > r_{table}$ 0.254, then all the motivational table instrument items (X2) are declared valid. The results of the r arithmetic of the Performance variable instrument (Y) show that $r_{count} > r_{table}$ 0.254, then all items of the Performance variable table instrument (Y) are declared valid.

Organizational culture is declared reliable because the value of Cronbach's Alpha is 0.925 which is greater than 0.60. Work motivation is declared reliable because the value of Cronbach's Alpha is 0.906 which is greater than 0.60. The performance is declared reliable because the value of Cronbach's Alpha is 0.893 which is greater than 0.60.

B. Data Analysis

1. Descriptive Analysis

Based on the results of the distribution of respondents' answers to the organizational culture variable above, it can be seen that respondents who answered strongly agreed were 30.33%, respondents who answered agreed were 35.47%, respondents who answered neutral were 29.21%, respondents who answered disagree by 3.72%, and respondents who answered strongly disagreed by 1.27%, with an average score of 3.90 including the scale range in table 4.5 is 3.40 - 4.19 with Good criteria. Perception of organizational culture at PT. Toyota Astra Finance Pondok Indah Branch, South Jakarta is good.

Based on the results of the distribution of respondents' answers to the motivation variable questionnaire above, it can be seen that respondents who answered strongly agreed were 19.98%, respondents who answered agreed were 46.80%, respondents who answered neutral were 31.44%, respondents who answered disagreed were 1.78%, and respondents who answered strongly disagreed at 0%, with an average score of 3.84 including the scale range in table 4.5 is 3.40 - 4.19 with Good criteria. Perception of Motivation at PT. Toyota Astra Finance Pondok Indah Branch, South Jakarta is good and to increase work motivation it is necessary to pay attention to accuracy in work.

Based on the results of the distribution of the respondents' answers to the performance variable questionnaire above, it can be seen that respondents who answered strongly agreed were 18.63%, respondents who answered agreed were 44.41 %, respondents who answered neutral were 35.25%, respondents who answered disagreed were 1.71%, and respondents who answered strongly disagreed at 0%, with an average score of 3.80 including the scale range in table 4.5 was 3.40 - 4.19 with Good criteria. Perception of performance at PT. Toyota Astra Finance Pondok Indah Branch, South Jakarta is good and to improve performance it is necessary to pay attention to accuracy in work.

2. Classic Assumption Test

a. Normality Test

Based on the results of data analysis using SPSS 25, it can be seen that the data spreads around the diagonal line and follows the direction of the diagonal line, also on the p-plot graph it can be seen that the data spreads around the diagonal line and follows the direction of the histogram line towards a normal

distribution pattern, so the variable is normally distributed and the regression model meets the assumption of normality.

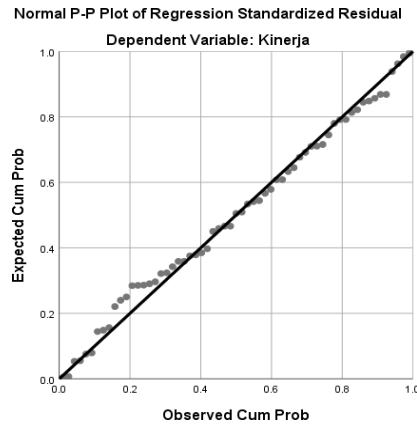


Figure 1. Data Normality Test

b. Heteroscedasticity Test

The heteroscedasticity test aims to test whether the regression model has an uncomfortable variance from the residual of one observation to another observation. If the residual variance from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity, Ghozali (2013: 139).

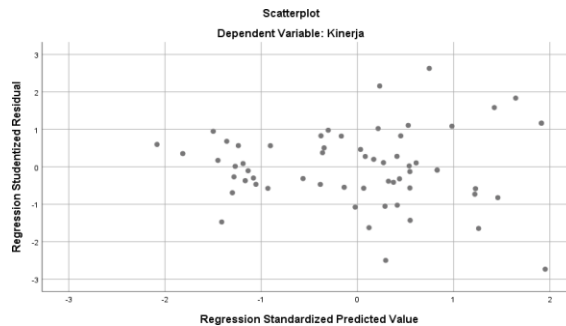


Figure 2. Heteroscedasticity Test

c. Multicollinearity Test

Organizational Culture (X1) has a Tolerance Value: $0.424 > 0.01$ or VIF: $2.358 < 10.00$. Motivation (X2) has a Tolerance Value: $0.424 > 0.01$ or VIF: $2.358 < 10.00$. Based on these results, in the regression model there is no perfect multicollinearity between the independent variables, namely Organizational Culture and Work Motivation because the VIF value is $2.358 < 10$ and the tolerance value is $0.424 > 0.1$.

V. DISCUSSION

1. The Influence of Organizational Culture (X1) on Performance (Y)

The t-count for the organizational culture variable (X1) is 6.383 while the t-table for $n = 61$ is 2.001. So because the value of t arithmetic $>$ t table is $6.383 > 2.001$ and sig value $0.000 < 0.05$ (significance level 5%) so that H_0 is rejected and H_a is accepted, it can be concluded that the organizational culture variable (X1) is indeed capable of a positive and significant influence on performance variable (Y). This is evident from the results obtained that the t-count value is greater than the t-table value and the significant value is smaller than the t-table value and the significant value is less than 0.05, so organizational culture has an effect on performance.

2. The Effect of Work Motivation (X2) on Performance (Y)

The t-count for the work motivation variable (X2) is 5.601 while the t-table for $n = 61$ is 2.001. So, because the value of t arithmetic $>$ t table is $5.601 > 2.001$ and the value of sig $0.000 < 0.05$ (significance level 5%) so that H_0 is rejected and H_a is accepted, it can be concluded that the motivation variable (X2) is indeed capable of a positive and significant influence on the variable performance (Y). This is evident from the results obtained that the calculated t value is greater than the t table value and the value is significantly smaller than the t table value and the significant value is less than 0.05 so motivation has an effect on performance.

3. Effect of Organizational Culture (X1) and Work Motivation (X2) Simultaneously on Performance (Y)

Based on the results of the study, it shows that the organizational culture variable (X1) and the motivation variable (X2) have a positive effect on the performance variable (Y) at PT. Toyota Astra Finance Pondok Indah Branch, South Jakarta with the regression equation $Y = 34.780 + 0.335 X1 + 0.237 X2$.

The results of this analysis show that the coefficient of organizational culture is 0.335 and motivation is 0.237, all of which are positive. This can be interpreted that if the Organizational Culture and work motivation are good, the better the employee performance will be. Vice versa, if the organizational culture and motivation are not good, the lower the employee's performance will be. The level of relationship or influence between organizational culture and motivation on employee performance is 0.434 or 43.3%. This shows that organizational culture and motivation have an influence on performance, while the remaining 56.7% is influenced by other variables that are not used in this study. From hypothesis testing using statistical tests, it is obtained that the calculated f value $>$ f table ($22.246 > 3.16$) this is reinforced by a significance probability of $0.000 < 0.05$, so the hypothesis put forward is accepted, or in other words H_0 is rejected and H_a is accepted. It can be concluded that Organizational Culture (X1) and Motivation (X2) have a simultaneous (simultaneous) effect on performance (Y).

VI. CONCLUSION

1. There is a positive influence between organizational culture on employee performance with the results of $Y = 42,998 + 0.473 X1$, the large influence of organizational culture on employee performance is 0.639 which is included in the strong category. Organizational culture on employee performance contributes 43.3%, where the results of t count ($6.383 > 2.001$) and significance ($0.000 < 0.05$) which means H_a is accepted and H_0 is rejected. So it can be concluded that there is a significant influence of

organizational culture (X1) on employee performance (Y) at PT. Toyota Astra Finance Pondok Indah Branch, South Jakarta.

2. There is a positive influence between motivation on employee performance with the results of $Y = 35,479 + 0,568 X_2$, the large influence of motivation on employee performance is 0,589 which is included in the strong category. Motivation to employee performance contributes 43.3%, where t count is $(5.601 > 2.001)$ and significance $(0.000 < 0.05)$ which means H_a is accepted and H_0 is rejected. So it can be concluded that there is a significant influence of motivation (X2) on employee performance (Y) at PT. Toyota Astra Finance Pondok Indah Branch, South Jakarta.
3. Based on the results of hypothesis testing f which was carried out using IBM SPSS version 25 software, where the results of f count $(22.246) > f$ table (3.16) and the significance of organizational culture (X1) and motivation (X2) on performance (Y) jointly (simultaneously) PT. Toyota Astra Finance Pondok Indah Branch, South Jakarta. Based on the results of the coefficient of determination (R) obtained at 0.434, it can be concluded that the contribution of the influence between organizational culture variables (X1) and motivational variables (X2) on performance (Y) is 43.3% while the remaining 56.7% is influenced by other variables. outside of research.

VII. SUGGESTION

Based on the conclusions described above, the authors propose several suggestions that may be useful for the object of research, including:

1. PT. Toyota Astra Finance Pondok Indah Branch, South Jakarta, recommended to be able to create, improve, and improve organizational culture by paying attention to all aspects of organizational culture.
2. Company leaders to motivate employees by giving awards to employees who are able to achieve work targets.
3. Employees need to improve performance, especially in terms of carrying out tasks, because it can be seen from the answers of respondents, employees are still trying to complete tasks correctly and on time and still often procrastinate on tasks given by superiors, this is what causes their performance is still not optimal and this will certainly affect the results targeted by the company, therefore the company must be able to build solid cooperation or teamwork between divisions, it also needs training and guidance which aims to provide learning and employee skills in solving all problems at work, so that if harmony has been created between employees and employees no longer delay working time, there will definitely be responsibility for their work and it is hoped that they can achieve maximum performance results so that it will also affect the company's income which increases will also affect welfare an employee.

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