

ORGANIZATIONAL CULTURE AND PERSONALITY INFLUENCE ON EMPLOYEE MOTIVATION AND PERFORMANCE AT PT JASA RAHARJA EAST KALIMANTAN BRANCH

Paschal Muhammad Reza*, Sri Mintarti, Doddy Adhimursandi

Faculty of Economics and Business, Universitas Mulawarman, Samarinda, East Kalimantan, Indonesia

Email: paschal.reza@gmail.com*

ARTICLE INFO

ABSTRACT

Received: June 20, 2022
Revision: July 16, 2022
Received: July 26, 2022

Keywords:

*Organizational culture;
personality; motivation;
employee performance*

In this digital era, it is essential for a company to consistently grow in order to compete and meet the expectations of stockholders and stakeholders. Achieving this requires good performance and constantly sustainably making improvements and development. Employee performance can be influenced by organizational culture, personality, and motivation, either directly or indirectly. Organizational culture is one factor that influences motivation, and personality can also influence motivation, which ultimately affects employee performance. This study aims to analyze the influence of organizational culture, personality, and motivation on employee performance. This research sample is an employee of PT Jasa Raharja East Kalimantan Branch. Data analysis using SEM-PLS. The results showed a positive and significant influence of organizational culture and personality on motivation, motivation to employee performance, and organizational culture and personality to employee performance.

INTRODUCTION

In this digital era, it is essential for a company to continually develop in order to compete and meet the expectations of stockholders and stakeholders. To achieve this, it is necessary to have good performance and continuously make improvements and developments on an ongoing basis. Good company performance can be achieved if all company employees have good performance. Unquestionably, training activities are a continual human resource management activity that helps employees adapt to new conditions or situations and enhances their decision-making and problem-solving skills in these settings (Ozkeser, 2019). Employee performance can be measured by the targets achieved and increasing yearly. For employee performance to meet company expectations, companies must pay attention to factors that can affect performance, including organizational culture, personality, and motivation, where these factors directly or indirectly influence employee performance.

Busro (2018) states that performance is the result of work that employees can obtain, both individuals and groups in an organization, following the authority and responsibility

imposed by the organization to achieve the vision, mission, and goals of the organization by including ability, perseverance, independence, the ability to solve problems according to the time limit given legally, does not violate the law and is by morals or ethics. Good performance is determined by several factors, such as organizational culture (Yusof, Munap, Badrillah, Hamid, & Khir, 2017), personality (Rababah, 2019), and employee motivation (Mohamud, Ibrahim, & Hussein, 2017). Therefore, a company must support these three things in a positive direction so that employee performance can achieve company expectations and company targets can be achieved.

Busro (2018) states that organizational culture is a shared perception held by members of the organization as an organizational value system adopted by members of the organization, which in turn affects the way members of the organization work and behave. Employee interaction, organizational functioning, the decision-making process, and employees' ability to deal with difficult situations are only a few of the components of the company that are strongly influenced by organizational culture (Yoel, 2015). To achieve the performance expected by the company, organizational culture is needed to support it. Organizational culture can grow and be developed from the company's values and norms that apply in the company. A good organizational culture can create a work ethic and motivate employees to improve their performance in order to achieve the targets set by the company. The results of previous research conducted by Yusof et al. (2017) prove that organizational culture influences employee motivation.

In addition to organizational culture, personality also affects employee performance. Robbins and Coulter (2012) state that personality is a unique blend of emotional thought and behavior patterns that influence how a person reacts to situations and interacts with others. Personality has an essential role in work because the employee's work results are also influenced by the characteristics of the employee, such as the employee's level of trust. Ilhami et al. (2020) concluded that personality positively and significantly influences employee performance. An employee with characteristics that support his work will be able to work well and achieve the targets set by the company.

Employee motivation has an essential role in employee performance. Robbins and Coulter (2012) state that motivation is a process that explains the intensity, direction, and persistence of a person in achieving his goals. Every work carried out by an employee is always based on motivation. The motivation can be in the form of incentives, the desire to go home on time, or other personal goals. Therefore, in a job, motivation is needed so that the work can be carried out effectively and efficiently. By having motivation, employee performance can achieve the company's desired results. The results of research conducted by Mohamud et al. (2017) prove that motivation is related to employee performance.

PT Jasa Raharja is a State-Owned Enterprise (*BUMN*) engaged in compulsory insurance by managing Law no. 33 of 1964 concerning the Mandatory Passenger Accident Insurance Fund and Law no. 34 of 1964 concerning the Road Traffic Accident Fund. Jasa Raharja prioritizes excellent service to people who experience traffic accidents in carrying out its duties as a government representative in protecting the community. To realize this, Jasa Raharja must be able to prepare human resources who are competitive and competent in their fields. In addition, to facilitate the services provided to the community, Jasa Raharja also collaborates with related partners such as the Regional Revenue Agency (*BAPENDA*) in collecting funds from the community, which will be used as a source of compensation funds for people who experience traffic accidents, the Indonesian National Police (*POLRI*) in terms of reporting people who experience traffic accidents, and hospitals in terms of providing guarantees to victims of traffic accidents.

The working area of PT Jasa Raharja's East Kalimantan Branch includes the Branch Office Counter and two Representative Offices, namely Samarinda and Tarakan. The East Kalimantan Branch Office counters include Balikpapan, Paser, and North Penajam Paser. The working area of the Samarinda Representative includes Samarinda, Bontang, Kutai Kartanegara, East Kutai, West Kutai, and Mahakam Ulu. While the working areas of the Tarakan Representative include Tarakan, Berau, Bulungan, Malinau, Nunukan, and Tana Tidung. With the condition of the large area, the right strategy is needed to maximize the existing human resources to achieve the company's goals.

Human resources in the company have different backgrounds. The majority of employees are from outside East Kalimantan. This becomes a challenge for employees in dealing with society and adapting to the environment and culture. Some of the obstacles often faced by employees placed in remote areas, such as language and culture, are certainly not easy to overcome. With all the existing limitations, the company requires all employees to be able to adapt to existing conditions, both inside and outside the company.

The different backgrounds of employees, in terms of education and the area of origin, provide a variety of employee characteristics that support work and those that do not. This can affect employee performance, which in turn will affect the company's overall performance.

Based on initial observations that have been held at PT Jasa Raharja East Kalimantan Branch, it can be seen that the performance of employees in the office is still not optimal. This can be seen from the Employee Performance Assessment, which has decreased over the last four years, as shown in the following table:

Table 1
Employee Performance Assessment

<u>Year</u>	<u>Average</u>
2016	107.85
2017	104.32
2018	102.11
2019	100.73

Source: PT Jasa Raharja, East Kalimantan Branch

The categories of performance appraisal applied by the company are as follows:

1. 80 = Very Poor
2. 81 – 90 = Less
3. 91 – 100 = Enough
4. 101 – 110 = Ordinary
5. 111 – 120 = Extraordinary

A factor that results in a decrease in employee performance, namely the characteristics of employees who are not by their work, where there are employees who are not suitable for their field of work, such as employees who have poor communication procedures are required to regularly communicate with partners and the community to achieve company targets. Based on initial observations, some employees do not have characteristics in their field of work. These inappropriate characteristics cause the employee to be depressed in his job, which then affects his performance and company performance.

The next factor is organizational culture, in this case, the norms and habits that apply in the company environment. The company's work environment has a reasonably strong seniority culture based on initial observations. This seniority culture negatively influences employees, where employees with a longer tenure often order new employees to do the work of the old employees, even though this is not the main task of the new employee. This causes the

relationship between some employees to be less good, affecting employee motivation and performance.

The next factor is employee motivation, where the factor influencing motivation is the company's prevailing organizational culture. The culture of seniority at work negatively influences employee motivation because it causes employees to be not serious at work. This causes many employees to be less motivated to work because even though they have worked well, the existing organizational culture does not support them to maintain or improve their performance.

The factors described above have a significant influence on employee performance. The seniority culture causes the relationship between some employees to be less good, affecting employee motivation and performance. Then, the inappropriate characteristics cause the employee to be unable to work optimally, thus affecting the employee's overall performance.

Based on initial observations of these phenomena, it is interesting to study in-depth through research entitled "The Influence of Organizational Culture and Personality on the Motivation and Performance of Employees of PT Jasa Raharja East Kalimantan Branch."

Based on the problem formulation described above, the objectives to be achieved are: in this study are; (1) analyzing the influence of organizational culture on employee motivation of PT Jasa Raharja East Kalimantan Branch, (2) analyzing the influence of organizational culture on the performance of employees of PT Jasa Raharja East Kalimantan Branch, (3) analyzing the influence of personality on the motivation of employees of PT Jasa Raharja East Kalimantan Branch, (4) analyzing the influence of personality on the performance of employees of PT Jasa Raharja East Kalimantan Branch, and (5) analyzing the influence of motivation on the performance of employees of PT Jasa Raharja East Kalimantan Branch.

METHOD

A. Data Collection Method

The data collection used in this study was to provide personal questionnaires. Using this method, researchers can provide answers directly to respondents who do not understand the questions. Questionnaire responses can be collected immediately after being filled out by respondents. Personal questionnaires were used to obtain data on the variables developed in this study.

Questionnaires were distributed to all employees of PT Jasa Raharja East Kalimantan Branch. Respondent's answers to the list of questions are filled out using a Likert Scale ranging from 1 to 5, where the most positive response is given a strongly agree response. In contrast, the most negative response is given a strongly disagree response (Sugiyono, 2018).

B. Population and Sample

Ferdinand (2014) suggests that the population is a combination of all elements in the form of events, things, or people who have characteristics. The study's population was all PT Jasa Raharja East Kalimantan Branch employees, totaling 66.

Sugiyono (2018) suggests that the sample is part of the number and characteristics possessed by that population. Ferdinand (2014) stated that sample sizes greater than 30 and less than 500 were sufficient for most studies. Therefore, the sample in this study is the same as the employee population of PT Jasa Raharja East Kalimantan Branch, which amounted to 66 people with the distribution below:

Table 2
Distribution of the Research Sample

Work Area	Number of Employees
East Kalimantan Branch Counter	26 people
Samarinda Representative	22 people
Tarakan Representative	18 people

Based on company regulations, PT Jasa Raharja East Kalimantan Branch is included in the Level IA Branch category so that the Job Grade of employees can be explained as follows:

Branch Head	: Grade C
Head of Operations Section	: Grade F
Head of Administration	: Grade G
Head Representative	: Grade G
Head of Sub Division	: Grade I
Responsible for	: Grade J
Staff	: Grade K, L, M

C. Testing of Data Collection Tools

1. Reliability test

The reliability test states the extent to which a measuring instrument can provide results that are not much different if repeated measurements are made on the same subject. The most widely used reliability test method is Cronbach's alpha. This method is very suitable for use on scores in the form of a scale (e.g., 1-4 or 1-5).

According to [Sekaran & Bougie \(2016\)](#), decision making for reliability testing is:

- Cronbach's alpha < 0.6 = poor reliability
- Cronbach's alpha 0.6 - 0.79 = accepted reliability
- Cronbach's alpha 0.8 = good reliability

2. Validity

Validity is used to determine the accuracy of an item in the questionnaire or scale and whether the items in the questionnaire are appropriate to measure what is to be measured. The Pearson correlation method correlates each item's score to the total score. The total item score is the sum of all items. In criterion validity, an indicator of a variable is declared valid if it has a correlation coefficient with a total score of 0.30 ([Sugiyono, 2018](#)).

In testing the validity of the instrument used is *the correlated item-total Correlation*. The criteria for the validity of the instrument items can be done by comparing the r_{count} . If $r_{count} > r_{table}$, the item is said to be valid, and vice versa. If $r_{arithmetic} < r_{table}$, then the item is said to be invalid with a significant level at $\alpha = 0.05$. To find out whether an item or item is valid or not, it is done by comparing the calculation obtained with r_{table} at a significance level of $\alpha = 0.05$.

D. Data Analysis Techniques

In this study, path analysis is used to determine the causal relationship, to explain the direct and indirect effects of a set of variables as causal variables to other variables, which are effect variables. The aim is to explain the direct and indirect effects of a set of variables, as causal variables, to other variables, which are effect variables.

According to [Sani and Maharani \(2013\)](#), data analysis is collecting data from all respondents (in quantitative research). Data analysis was carried out using path analysis. Path analysis analyses the relationship pattern between variables ([Sani & Maharani, 2013](#)).

This model aims to determine the direct or indirect effect of a set of independent variables (exogenous) on the dependent variable (endogenous).

Sani and Maharani (2013) stated that the path coefficient, a standardized regression coefficient, is a regression coefficient calculated from a database set in standard numbers (Z-score). Various tools such as SPSS, AMOS, and PLS analysis tools can be used in conducting data analysis tests for research models in path analysis.

This study uses the *Partial Least Square* (PLS) analysis tool for analyzing the existing data, with the provisions of the F test at Alpha = 0.05 or P 0.05 as the significance level of F (sig. F). Meanwhile, for the T-test, the significance level is = 1.96 or 1.96, which is used to determine the influence of the independent variable on the dependent variable, either directly or indirectly. In this study, the data analysis technique used can be described below:

1) Descriptive Statistical Analysis

Descriptive statistical analysis is a statistical method used to analyze data by describing or describing the data that has been collected without the aim of making valid conclusions to be generalized. Examples of descriptive statistics include data preparation in tables, graphs, median calculations, mean, standard deviation, and percentage calculations (Sugiyono, 2018).

2) Inferential

Analysis Inferential analysis is a statistical technique used to analyze sample data, and the results are generalized to the population. Analysis tool Partial Least Square (PLS) software Smart PLS Partial Least Square (PLS) was developed as a general method for estimating the path model using latent constructs with multiple indicators (Sugiyono, 2018). PLS can be used on any data scale (nominal, ordinal, interval, ratio) and with more assumptions. PLS is also used to measure the relationship between each indicator and its construct. In addition, in PLS, a bootstrapping on structural models that are outer models and inner models.

The use of reflexive and formative indicators to measure each construct in this study, as well as measurement models structural, and data in the form of intervals and ratios, is determined to use PLS as an analytical tool. PLS, besides being able to be used to explore relationships between variables whose theoretical basis is weak or does not yet exist (in the form of proposition testing), can also be used to confirm the theory or hypothesis testing (Solimun, Rinaldo Fernandes, Adji Ahmad, Nurjannah, & Fernandes, 2017).

RESULTS AND DISCUSSION

B. Results

1. Characteristics Analysis of Respondents

Characteristics of respondents include job grade, gender, age, years of service, last education, and work unit. The following is the frequency distribution:

**Table 3
Demographics Statistics**

	Demographics	Frequency	Percentage
Job Grade	C	1	1.52 %
	F	2	3.03 %
	H	2	3.03 %
	I	6	9.09 %

	Demographics	Frequency	Percentage
	K	18	27.27 %
	L	17	25.76 %
	M	20	30.30 %
Gender	Male	54	81.82 %
	Female	12	18.18%
Age	21 – 30 years	36	54.55 %
	31 – 40 years	24	36.36 %
	41 – 50 years	3	4.55%
	> 50 years	3	4.55%
Working period	1 – 5 years	21	31.82 %
	6 – 10 years	30	45.45 %
	> 10 years	15	22.73%
Last Education	SMA / equivalent	21	31.82 %
	Diploma	1	1.52 %
	Bachelor (S1)	37	56.06 %
	Postgraduate (S2) / more	7	10.61 %
Work Unit	Branch Office	26	39.39 %
	Samarinda Representative	22	33.33 %
	Tarakan Representative	18	27.27 %

Based on Table 3, for category job grade is 30.30% or 20 respondents are dominated by job grade M, while the least is job grade C, which is 1.52% or 1 respondent. For the gender category, male respondents amounted to 54 respondents or 81.82% overall, while female respondents amounted to 12 or 18.18% of the total. The age category is dominated by the age of 21-30 years, namely 36 respondents or 54.55% overall, while the least are respondents aged 41-50 years and more than 50 years, namely 3 respondents each with their respective percentages. 4.55% overall. The tenure category is dominated by 5 – 10 years of service, which is 30 respondents or 45.45% overall. The least are respondents with more than 10 years of service, namely 15 respondents or 22.73% overall. For the last education category, S1 is dominated by 37 respondents, or 56.06% overall. At the same time, the least is respondents with Diploma education, which is 1 respondent or 1.52% overall. The work unit with the most employees is the Branch Office Counter, with 26 respondents or 39.39% overall. In contrast, the work unit with the least number of employees is the Tarakan Representative, with 18 respondents or 27.27% overall.

2. Test Instrument Data

Validity states the extent to which the measuring instrument is used to measure what is being measured. The way to do this is by correlating the score obtained on each question item with the individual's total score. Validity testing was carried out with the help of a computer using the SPSS for Windows Version 22 program.

In this study, validity testing was only carried out on 66 respondents. Decision making is based on the value of rcount (Corrected Item-Total Correlation) > r-table which is 0.2423, for $df = 66 - 2 = 64$; $\alpha = 0.05$ then the item/question is valid and vice versa.

a) Organizational Culture Variable Validity Test (X1)

Based on the results of the calculation of the validity of the organizational culture variable with 5 question items, namely:

Table 4
Validity Test Results for Organizational Culture Variables

Item	Value Corrected Item Total Correlation / r calculate	the value of Prob	r-table	Criterion
1	0.750	0.000	0.2423	Valid
2	0.748	0.000		Valid
3	0.837	0.000		Valid
4	0.911	0.000		Valid
5	0.802	0.000		Valid

Source: Primary data processed

Based on the table above, it can be seen that all questions for the organizational culture variable have valid status because the value of r count (Corrected item-total Correlation) > r- table of 0.2423.

b) Personality Variable Validity Test (X2)

Based on the calculation results of the personality variable validity test with 5 question items, namely:

Table 5
Personality Variable Validity Test Results (X2)

Item	Value Corrected Item Total Correlation / r calculate	the value of Prob	r -Table	Criteria
1	0.753	0.000	0.2423	Valid
2	0.901	0.000		Valid
3	0.745	0.000		Valid
4	0.817	0.000		Valid
5	0.795	0.000		Valid

Source: Primary data that is processed

Based on the table above, it can be seen that all questions for the personality variable have valid status because the value of r -count (Corrected item-total Correlation) > r-table, which is 0.2423.

c) Motivational Variable Validity Test (Y1)

Based on the calculation results of the personality variable validity test with 5 question items, namely:

Table 6
Motivational Variable Validity Test

Item	Value Corrected Item Total Correlation / r calculate	the value of Prob	r-table	Criterion
1	0.895	0.000	0.2423	Valid
2	0.826	0.000		Valid
3	0.852	0.000		Valid
4	0.883	0.000		Valid
5	0.895	0.000		Valid

Source: Processed primary data

Based on the table above, it can be seen that all questions for motivational variables have valid status because the r-count value (Corrected item-total Correlation) > r-table is 0.2423.

d) Employee Performance Variable Validity Test (Y2)

Based on the calculation results of the personality variable validity test with 4 question items, namely:

Table 7
Employee Performance Variable Validity Test Results

Item	Value Corrected Item Total Correlation / r calculate	the value of Prob	r-table	Criterion
1	0.902	0.000	0.2423	Valid
2	0.866	0.000		Valid
3	0.749	0.000		Valid
4	0.870	0.000		Valid

Source: Primary data processed

Based on the table above, it can be seen that all questions for employee performance variables have valid status because the r-count value (Corrected item-total Correlation) > r-table is 0.2423.

e) Reliability

The test is held for question items that are declared valid. A variable is declared reliable or reliable if the answers to questions are always consistent. The reliability coefficient of the instrument is intended to see the consistency of the respondents' answers to the statement items. For the analysis tool using the split-half method by correlating the total odd versus even score, the reliability is calculated using the "Alpha Cronbach" formula. The calculations were carried out with the help of the computer-assisted SPSS program. As for the reliability of each variable, the results are described in the table below.

Table 8
Reliability Test Results

No	Variable	Cronbach Alpha	r-critical	Criteria
1	Organizational Culture	0.868	0.60	Reliable
2	Personality	0.858	0.60	Reliable
3	Motivation	0.918	0.60	Reliable
4	Employee Performance	0.867	0.60	Reliable

Source: Primary data processed

A variable is declared reliable or reliable if the answers to questions are always consistent. Based on the table above, a reliability test was conducted on the question items declared valid. So the results of the reliability coefficient of the organizational culture instrument are all = 0.868, the personality instrument is all = 0.858, motivation is all = 0.918, and the employee performance variable instrument is all = 0.867. It has a "Cronbach's Alpha" value greater than 0.600, which means the four instruments are declared reliable or following the requirements.

Meanwhile, the average motivation has a Cronbach alpha value of 0.9204, which indicates that the instrument complies with the requirements, which is more than 0.600. Then, intrinsic motivation also obtained a value of 0.8520 while extrinsic motivation obtained a value of 0.8792, which indicates that both intrinsic and extrinsic motivation is stated under the requirements of

Table 9
Cronbach alpha value

Variable	Alpha
Overall	0.918
0.852	0.879
Extrinsic	Intrinsic

f) Results SEM – PLS Data Analysis

1) Testing the Measurement Model (Outer Model)

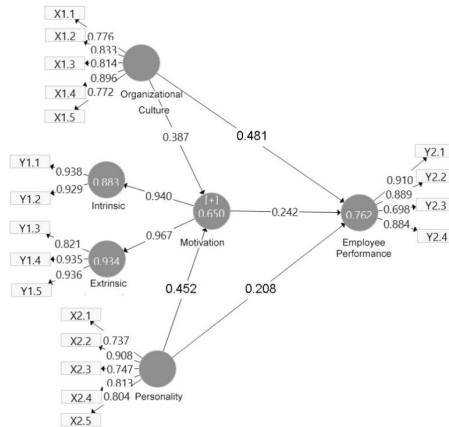


Figure 1. Testing the Measurement Model (Outer Model)

2) Convergent

Model measurement shows how variable manifest or observed variable represent variable latent To use be measured (Ghozali, 2016). Based on results analysis model measurement, the is known if there are several variable manifests which score factor loading its < 0.4 so that To use Fulfill rules of thumb his, so manifest variable which value < 0.4 required next in drop from a model. Convergent validity is measured with the use of parameter outer loading. Size reflexive individual can declare correlate when value more than 0.4 with a construct which will be measured (Ghozali, 2016).

Table 10
Loading Factor Value

Variable	Code	Loading Factor
Organizational Culture	X1.1	0.7755
	X1.2	0.8329
	X1.3	0.8140
	X1.4	0.8962
	X1.5	0.7723
Personality	X2.1	0.7365
	X2.2	0.9082
	X2.3	0.7471
	X2.4	0.8131
	X2.5	0.8038
Motivation	Y1. 1	0.9379
	Y1.2	0.9286
	Y1.3	0.8214

Variable	Code	Loading Factor
Employee Performance	Y1.4	0.9353
	Y1.5	0.9356
	Y2.1	0.9098
	Y2.2	0.8887
	Y2.3	0.6975
	Y2.4	0.8839

Based on table 10, the loading factor of all manifest variables is > 0.4, and nothing is removed or dropped. This means that all items can validly represent each variable. Thus, all manifest variables have met the rules of the measurement model and can be forwarded for the next test.

3) Composite Reliability

In the measurement model, a reliability test is also carried out. The reliability test was held to prove the instrument's accuracy, consistency, and accuracy in measuring a construct. In PLS-SEM SEM using SmartPLS, measuring the reliability of a construct can be done in two ways, namely with Cronbach's Alpha and Composite reliability. However, using Cronbach's Alpha to test the reliability of a construct will give a lower value (underestimate). As a result, it is more advisable to use Composite Reliability.

Table 11
Constructs of Reliability and Validity

Variables	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Organizational	0.8770	0.8878	0.9106	0.6714
Extrinsic	0.8792	0.8791	0.9265	0.8083
Intrinsic	0.8520	0.8548	0.9310	0.871087
Personality	0.860.7092	0.864	0.8624	0.982
0.871087	0.864	0.892	0.9310	0.9310
Culture	Extracted	Variance)	0.7588

Source: Smart-PLS 2021 data processing

The table above shows that the value of all variables in reliability testing using both Cronbach's Alpha and Composite Reliability is > 0.7. Therefore, it can be concluded that the variables tested are valid and reliable, so they can be continued to test the structural model.

4) Measurement of the Significance of Indicators

Measurement of indicators is the theoretical relationship between latent variables or high-order constructs with the dimensions of the constructs below them (Jogiyanto, 2011).

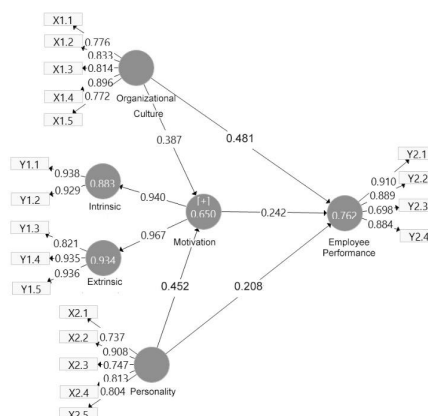


Figure 2. Results of Bootstrapping Analysis

In order to assess the significance of the effect between variables, a bootstrapping. The bootstrap procedure uses all the original samples for resampling. In the bootstrap resampling method, the significance value used (two-tailed) t-value is 1.96 (significance level = 5). Table 5.8 is the result of the t-statistical test to test the significance of the indicator on the latent variable in the second-order construct:

**Table 12
Path Coefficient Measurement of Significance**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1 <- Organizational Culture	0.776	0.774	0.050	15.427	0.000
X1.2 <- Organizational Culture	0.833	0.830	0.052	16.062	0.000
X1.3 <- Organizational Culture	0.814	0.809	0.061	13.343	0.000
X1.4 <- Organizational Culture	0.896	0.896	0.022	40.117	0.000
X1.5 <- Organizational Culture	0.772	0.776	0.051	15.249	0.000
X2.1 <- Personality	0.737	0.741	0.079	9.382	0.000
X2.2 <- Personality	0.908	0.909	0.017	53.711	0.000
X2.3 <- Personality	0.747	0.742	0.059	12.611	0.000
X2.4 <- Personality	0.813	0.818	0.041	19.669	0.000
X2.5 <- Personality	0.804	0.799	0.052	15.368	0.000
Y1.1 <- Intrinsic	0.938	0.937	0.015	62.511	0.000
Y1.1 <- Motivation	0.906	0.903	0.026	34.848	0.000
Y1.2 <- Intrinsic	0.929	0.926	0.024	38.540	0.000
Y1.2 <- Motivation	0.847	0.848	0.045	18.858	0.000
Y1.3 <- Extrinsic	0.821	0.826	0.063	12.941	0.000
Y1.3 <- Motivation	0.869	0.871	0.042	20.800	0.000
Y1.4 <- Extrinsic	0.935	0.935	0.019	49.628	0.000
Y1.4 <- Motivationa	0.859	0.859	0.042	20.485	0.000
Y1.5 <- Extrinsic	0.936	0.935	0.017	54.923	0.000
Y1.5 <- Motivation	0.874	0.875	0.039	22.684	0.000
Y2.1 <- Performance	0.910	0.909	0.022	41.609	0.000
Y2.2 <- Performance	0.889	0.890	0.022	39.684	0.000
Y2.3 <- Performance	0.698	0.705	0.121	5.764	0.000
Y2.4 <- Performance	0.884	0.888	0.026	33.785	0.000

Source: Smart-PLS data 2021

The results of the path coefficient presented in the table above state that all items are significant to the construct with t-statistical values > 1.96 and p-values < 0.05. Therefore, it can be stated that all indicator items are valid in forming the manifest variables, namely organizational culture, personality, motivation, and employee performance.

5) Structural Model Analysis (Inner Model)

The structural or inner model's evaluation predicts the relationship between latent variables. The structural model is evaluated by looking at the variance percentage explained by looking at the R-Square value for endogenous latent constructs and the AVE for predictiveness by using resampling such as jackknifing and bootstrapping in order to obtain stability from the estimate.

**Table 13
R² Value R-Square (R²)**

Endogenous Variable	R Square	Q Square
Motivation	0.762	$Q^2 = 1 - (1 - 0.762^2)(1 - 0.650^2) = 0.759$
Employee Performance	0.650	

Source: Smart-data processing PLS 2021

Based on the table above, it can be stated that the model of the influence of organizational culture and personality on motivation gives a value of 0.762, which can be interpreted if the variability of the motivational construct that can be explained by the variability of organizational culture and personality is 76.2%. In contrast, others are explained by other variables outside the study. This. Likewise, the model of the influence of organizational culture, personality, and motivation on employee performance give a value of 0.650, which can be interpreted if the variability of the employee performance construct can be explained by the variability of organizational culture, personality, and motivation are 65%%. In contrast, others are explained by variables outside of this study.

6) Q-Square (Q2)

Based on the results obtained from the R-Square table, it can be seen that the Q-Square value is 0.759, so it can be concluded that the model in this study has a relevant predictive value, where the model used can explain the information provided. there is 75.9% in the research data

g) Hypothesis Testing

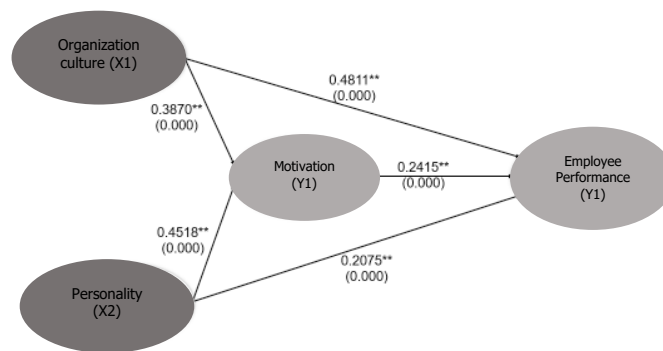


Figure 3. Structural Model Testing

In order to determine whether a hypothesis is accepted or rejected, it can be carried out by taking into account the significance values between constructs, t-statistics, and p-values. This way, measurement estimates, and standard errors are no longer calculated with statistical assumptions but are based on empirical observations. In the bootstrapping method in this study, the hypothesis is accepted if the significance value of t-values > 1.96 and or p-values < 0.05, then Ha is accepted, and Ho is rejected and vice versa. Below are the hypotheses formulated in this study

Table 14
Test Results

Hypothesis	Original Sample (O)	T Statistics (O/STERR)	P-value	Information
H1 Organizational Culture -> Motivation	0.3870	11.3082	0.0000	Positive significant (Hypothesis accepted)
H2 Organizational Culture -> Employee Performance	0.4811	11.1981	0.0000	Positively significant (Hypothesis accepted)
H3 Personality -> Motivation	0.4518	11.9305	0.0000	Positively significant (Hypothesis accepted)

H4	Personality Performance	->	Employee	0.2075	6.8136	0.0000	accepted) Positively significant (Hypothesis accepted)
H5	Motivation Performance	->	Employee	0.2415	6.0520	0.0000	Significantly positive (Hypothesis accepted)

Source: processed data, 2021

The results of hypothesis testing in the table can explain the first and fifth hypotheses. The first hypothesis shows that the magnitude of the path coefficient is 0.3870, with an absolute value of t-count 11.3082 and a p-value of 0.000. Because the p-value (0.000) is smaller than alpha 5%, there is a significant influence of organizational culture on motivation. With a coefficient of 0.3870, it can be interpreted that if the employee's perception of organizational culture is higher or better, it will increase employee motivation. As a result, the hypothesis that organizational culture has a significant and positive effect on employee motivation is accepted.

The second hypothesis shows that the magnitude of the path coefficient is 0.4811, with an absolute value of t-count 11.1981 and a p-value of 0.000. Because the p-value (0.000) is smaller than alpha 5%, organizational culture significantly influences employee performance. With a coefficient of 0.4811, it can be interpreted that if the employee's perception of the organization's culture is higher or higher, it will increase employee performance. So the hypothesis that formulates if organizational culture has a significant and positive effect on employee performance is accepted.

The third hypothesis shows that the path coefficient is 0.4518, with an absolute value of 11.9305 t count and a p-value of 0.000. Because the p-value (0.000) is smaller than alpha 5%, there is a significant influence of personality on motivation. With a coefficient of 0.4518, it can be interpreted that if the employee's perception of the employee's personality increases, it will increase employee motivation. So the hypothesis that formulates if personality has a significant and positive effect on employee motivation is accepted.

The fourth hypothesis shows that the magnitude of the path coefficient is 0.2075, with an absolute value of t-count 6.8136 and a p-value of 0.000. Because the p-value (0.000) is smaller than alpha 5%, there is a significant influence of personality on employee performance. With a coefficient of 0.2075, it can be interpreted that if the employee's perception of the employee's personality increases, it will increase employee motivation. So the hypothesis that formulates if personality has a significant and positive effect on employee performance is accepted.

The fifth hypothesis shows that the magnitude of the path coefficient is 0.2415, with an absolute value of t-count of 6.0520 and a p-value of 0.000. Because the p-value (0.000) is smaller than alpha 5%, work motivation significantly affects employee performance. With a coefficient of 0.2415, it can be interpreted that if the employee's perception of motivation increases, it will increase employee performance. So the hypothesis that formulates if work motivation has a significant and positive effect on employee performance is accepted.

C. Discussion

1. Effect of Organizational Culture on Motivation

The results show that organizational culture significantly and positively affects employee motivation. Thus, the higher or better the employee's perception of the organizational culture will increase employee motivation. So the hypothesis that

formulates if organizational culture has a significant and positive effect on employee motivation is accepted.

The results of the distribution of employee answers to the perception of organizational culture stated that what management must pay attention to improve organizational culture is a friendly attitude in association; this is because the statement item has the highest average.

The results of model testing are in line with several supporting studies. [Nawawi et al. \(2018\)](#) analyze organizational culture's influence on motivation in coal companies located in East Kalimantan. The results of this study prove that organizational culture has a positive and significant influence on employee motivation. Another study by [Weerasinghe \(2017\)](#) in Sri Lanka which analyzed the influence of organizational culture on employee motivation of garment companies, showed that organizational culture had a positive influence on employee motivation. In addition, [Cheeran et al. \(2015\)](#), which analyze the influence of organizational culture on employee motivation in the software industry, shows that organizational culture positively influences employee motivation.

Existing organizational culture is very important for employee motivation because if the organizational culture applied is not good. With the friendliness between employees, it will feel like family in the company and make employees feel comfortable at work so that employees become motivated to work. Then employees will be less motivated to work.

2. The Influence of Organizational Culture on Employee Performance

The results showed that the higher or better the employee's perception of organizational culture, the higher the employee's performance. So the hypothesis that formulates if organizational culture has a significant and positive effect on employee performance is accepted.

The results of the distribution of employee answers to perceptions of organizational culture stated that what management must pay attention to improve organizational culture is a friendly attitude in association; this is because the statement item has the highest average.

This result is corroborated by [Uddin et al. \(2012\)](#) that organizational culture's influence on employees' performance in the telecommunications sector in Bangladesh. The research shows that organizational culture positively and significantly influences employee performance. Another study conducted by [Nuryasman and Suryaman \(2018\)](#) analyzed the influence of organizational culture and motivation on the performance of PT. Inoac Polytechno Indonesia shows that organizational culture positively and significantly influences employee performance. In addition, research conducted by [Awadh and Alyahya \(2013\)](#), which analyzes the influence of organizational culture on employee performance, proves that organizational culture positively influences employee performance.

Organizational culture is one of the factors that can be considered by company management to improve employee performance. If the organizational culture supports employees at work, employee performance will increase, which will improve company performance. Employees will feel comfortable at work, individually, with a friendly attitude between employees. In teams, so they can bring out their best abilities at work. To improve friendliness among employees, management can consider policies or activities that support this, such as taking employees out for a walk to build intimacy between employees.

3. The Influence of Personality on Motivation

The results of the study state that if the employee's perception of the employee's personality increases, it will increase employee motivation. Thus, the hypothesis that formulates if personality has a significant and positive effect on employee motivation is accepted.

The results of the distribution of employee answers to personality perceptions stated that management must pay attention to improving personality to cooperate with other employees because the statement item has the highest average.

These results are supported by several similar studies, namely [Komarraju et al. \(2008\)](#), which analyzed the relationship between personality and student motivation. This study proves that personality positively influences student motivation in obtaining grades and GPA (Grade Point Average). Another study by [Chen et al. \(2010\)](#) analyzed the relationship between personality and employee motivation in the marine tourism sector, showing that personality positively and significantly influences employee motivation. In addition, [Seibokaite and Endriulaitiene \(2010\)](#) also analyzes the relationship between personality and motivation of professional drivers. The research proves that personality has a positive and significant influence on the motivation of professional drivers.

To achieve the company's goals, it is necessary to have good cooperation within the team. Therefore, companies must pay attention to whether employees can work together in teams or not. To improve teamwork, the company can build communication between employees outside the work environment to help employees understand each other. Employees will feel comfortable with their environment if they understand each other, which can increase employee motivation at work.

4. The Influence of Personality on Employee Performance

The results of the study state that the higher or better the employee's perception of the employee's personality, the higher the employee's performance. So the hypothesis that formulates if personality has a significant and positive effect on employee performance is accepted.

The distribution of employee answers to personality perceptions shows that management must pay attention to improving employee performance to cooperate with other employees. This is because the statement item has the highest average.

These results are supported by several similar studies, namely [Rababah \(2019\)](#) in his research analyzing the relationship between personality and the performance of hospital employees in Jordan. The study states that personality positively and significantly influences employee performance. Another study by [Yang and Hwang \(2014\)](#), which analyzed the relationship between personality and the performance of bank employees in China, showed that personality positively and significantly influences employee performance. In addition, [Pujiwati and Susanty \(2015\)](#), in their research that analyzed the influence of personality on the performance of the West Java Provincial Government Civil Servants, showed that personality has a positive and significant influence on performance.

The personality of the employee influences employee performance. If employees have personalities that support their performance, they can work optimally. The results showed that being cooperative at work indicates the highest contribution to personality. If employees can work together in teams, employee performance will also be positively impacted. To improve cooperation between employees, the company can build communication between employees outside the work environment. If there is good

communication between employees, employees will feel comfortable with their work environment, so they can work together in teams and optimally.

5. The Effect of Motivation on Employee Performance

The study's results prove that the higher or better the employee's perception of motivation, the higher the employee's performance. So the hypothesis that formulates if work motivation has a significant and positive effect on employee performance is accepted.

The results of the distribution of employee answers on perceived motivation stated that management should pay attention to increasing motivation because employees feel that the company's salary and benefits can motivate them at work.

Several similar studies support this result. [Ghaffari et al. \(2017\)](#) analyzed the effect of motivation on the performance of Universiti Teknologi Malaysia employees. The research shows that motivation positively and significantly influences employee performance. Another study conducted by [Nuryasman and Suryaman \(2018\)](#) analyzed the influence of organizational culture and motivation on the performance of PT. Inoac Polytechno Indonesia shows that motivation has a positive influence on employee performance. In addition, [Mohamud et al. \(2017\)](#), in their research that analyzed the effect of motivation on the performance of telecommunication company employees in Mogadishu, Somalia, showed that motivation had a positive influence on employee performance.

Humans need the motivation to do something, likewise with employees. Employees need the motivation to work in order to achieve optimal performance. The results showed that the most motivated employees to work were the salary and benefits provided by the company. That is, if employees feel that the salary and benefits provided by the company are adequate. Following their workload, employees will be motivated to achieve optimal performance. To increase employee motivation, companies can provide bonuses in the form of money or additional days of leave.

CONCLUSION

Organizational culture has a positive and significant effect on employee motivation. If the organizational culture in the company is good, it will encourage an increase in employee motivation and vice versa. The test results show that the indicator of organizational culture influencing employee motivation is a friendly attitude in the association between employees. This shows that the friendliness between employees will feel like family in the company and make employees feel comfortable at work so that employees become motivated to work.

Organizational culture has a positive and significant effect on employee performance. If the organizational culture applied in the company is good, it will improve employee performance and vice versa. The test results show that the indicator of organizational culture that influences employee performance is a friendly attitude in the association between employees. This shows that with a friendly attitude between employees, employees will feel comfortable at work, individually, and in teams so that employees can bring out their best abilities at work.

Personality has a positive and significant effect on employee motivation. If employees have a good personality, employee motivation will increase, and vice versa. The test results show that the personality indicator influencing employee motivation is cooperation in working with other employees. This shows that employees will be motivated to do their jobs if they work in teams.

Personality has a positive and significant effect on employee performance. If the employee has a good personality, the employee's performance will increase, and vice versa. The test results show that the personality indicator influencing employee performance is cooperation in working with other employees. This shows that if employees can work together in teams, employees will provide optimal performance.

Motivation has a positive and significant effect on employee performance. If employees are motivated to work, employee performance will also increase, and vice versa. The test results show that the indicators of motivation that have a dominant influence on employee performance are salaries and benefits provided by the company. This shows that employees will be motivated to achieve optimal performance if the company's salary and benefits are adequate and follow their workload.

REFERENCES

- Awadh, A. M., & Alyahya, M. S. (2013). Impact of organizational culture on employee performance. *International Review of Management and Business Research*, 2(1), 168. [Google Scholar](#)
- Busro, M. (2018). *Teori – Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Group. [Google Scholar](#)
- Cheeran, M. T., Saji, K. S., & Joseph, G. (2015). Employee Motivation and Organizational Culture: A Study with Special Reference to Software Industry. *International Journal of Innovative Research & Development*, 4(10), 78–81. [Google Scholar](#)
- Chen, S.-C., Wu, M.-C., & Chen, C.-H. (2010). Employee's personality traits, work motivation and innovative behavior in marine tourism industry. *Journal of Service Science and Management*, 3(02), 198. [Google Scholar](#)
- Ferdinand, A. (2014). *Metode Penelitian Manajemen: Pedoman Penelitian untuk Penulisan Skripsi Tesis dan Desrtasi Ilmu Manajemen*. [Google Scholar](#)
- Ghaffari, S., Shah, I., Burgoyne, J., Nazri, M., & Salleh, J. (2017). The influence of motivation on job performance: A case study at Universiti Teknologi Malaysia. *Sara Ghaffari, Dr. Ishak Mad Shah, Dr. John Burgoyne, Dr. Mohammad Nazri, Jalal Rezk Salleh., The Influence of Motivation on Job Performance: A Case Study at Universiti Teknologi Malaysia. Aust. J. Basic & Appl. Sci*, 11(4), 92–99. [Google Scholar](#)
- Ghozali, I. (2016). *Aplikasi analisis multivariate dengan program IBM SPSS 23*. Semarang: BPFE Universitas Diponegoro. [Google Scholar](#)
- Ilhami, S. D., Armanu, A., & Noermijati, N. (2020). The impact of individual characteristics towards employee performance of millennial employees: The moderating effect of training. *International Journal of Research in Business and Social Science (2147-4478)*, 9(4), 323–329. [Google Scholar](#)
- Komarraju, M., Karau, S. J., & Schmeck, R. R. (2008). Role of the Big Five personality traits in predicting college students' academic motivation and achievement. *Learning and Individual Differences*, 19(1), 47–52. [Scopus](#)
- Mohamud, S. A., Ibrahim, A. A., & Hussein, J. M. (2017). The effect of motivation on employee performance: Case study in Hormuud company in Mogadishu Somalia. *International*

Journal of Development Research, 9(11), 17009–17016. [Google Scholar](#)

Nawawi, M., Syarifuddin, A., Sehe, M., & Ekawati, H. (2018). The effect compensation and organization culture on the motivation and commitment organization coal company in East Kalimantan Province. *International Journal of Scientific and Technology Research*, 7(9), 11–14. [Google Scholar](#)

Nuryasman, M. N., & Suryaman, E. A. (2018). The influence of organizational culture and work motivation toward employee performance (case study on employees of pt inoac polytechno indonesia). *Jurnal Manajemen*, 22(1), 74–90. [Google Scholar](#)

Ozkeser, B. (2019). Impact of training on employee motivation in human resources management. *Procedia Computer Science*, 158, 802–810. [Scopus](#)

Pujiwati, A., & Susanty, E. (2015). The Influence of Individual Characteristics and Work Motivation on Employee Performance. *Conference In Business, Accounting, And Management (CBAM)*, 2(1), 46–52. [Google Scholar](#)

Rababah, N. M. (2019). *An Evaluation of the Relationships between Personality Traits, Job Satisfaction and Job Performance: An Empirical Study of Jordanian Hospitals*. [Google Scholar](#)

Robbins, S. P., & Coulter, M. (2012). *Management* (11th ed.). United States of America: Prentice Hall. [Google Scholar](#)

Sani, A., & Maharani, V. (2013). *Metodologi Penelitian Manajemen Sumber Daya Manusia : Teori, Kuesioner, dan Analisis Data*. Malang: Uin Press. [Google Scholar](#)

Seibokaite, L., & Endriulaitiene, A. (2010). The role of personality traits, work motivation and organizational safety climate in risky occupational performance of professional drivers. *Baltic Journal of Management*, 7(1), 103 – 118. [Google Scholar](#)

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons. [Google Scholar](#)

Solimun, Rinaldo Fernandes, Adji Ahmad, Nurjannah, & Fernandes, A. A. R. (2017). *Metode Statistika Multivariat, Pemodelan Persamaan Struktural (SEM) Pendekatan WarpPLS*. Malang: UB Press. [Google Scholar](#)

Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta. [Google Scholar](#)

Uddin, M. J., Luva, R. H., & Hossian, S. M. M. (2012). Impact of organizational culture on employee performance and productivity: A case study of telecommunication sector in Bangladesh. *International Journal of Business and Management*, 8(2), 63. [Google Scholar](#)

Weerasinghe, G. (2017). *Organization culture impacts on employee motivation: A case study on an apparel company in Sri Lanka*. [Google Scholar](#)

Yang, C.-L., & Hwang, M. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*. [Google Scholar](#)

Yoel, S. (2015). Cultivating organizational culture within globalized companies using the wellness kickoff tool. *Procedia-Social and Behavioral Sciences*, 209, 533–539. [Scopus](#)

Yusof, H. S. M., Munap, R., Badrillah, M. I. M., Hamid, N. R. A., & Khir, R. M. (2017). The relationship between organizational culture and employee motivation as moderated by work attitude. *Journal of Administrative and Business Studies*, 3(1), 21–25. [Google Scholar](#)

Copyright holder:

Paschal Muhammad Reza, Sri Mintarti, Doddy Adhimursandi (2022)

First publication right:

Journal of Social Science

This article is licensed under:

