

The Effect Work Motivation, Training, and Organization Culture on the Performance of Production Employees at PT. EK Bogor District

Marinda Ajeng^{1*}, Sri Harini², Ismartaya³

Management Study Program, Faculty of Business Economics, Djuanda University

Corresponding Author: Marinda Ajeng marindaajeng26@gmail.com

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ABSTRACT

This research was conducted to determine the influence of work motivation, training, and organizational culture on the performance of production employees at PT. EK. The sample used was 40 people using purposive sampling. Validity test results on all variables $r_{\text{count}} \geq 0.3$. This means that the data is valid. Meanwhile, in the reliability test for all variables $r_{\text{count}} \geq 0.6$. This means that data is reliable. The results of multiple linear regression analysis show that work motivation, training, and organizational culture have a positive effect on employee performance. The multiple correlation test shows a figure of 0.903, meaning that it is known that there is a very strong and positive relationship between work motivation, training, and organizational culture, and employee performance. The R^2 result is 81,5% of employee performance is influenced by work motivation training, and organizational culture. The results of hypothesis testing state that simultaneously and partially work motivation, training, and significant effect on employee performance.

INTRODUCTION

One resource that is very important to manage well is human resources. This aims to ensure that every company can survive and develop in competitive competition. The success of the quality of human resources is seen in the performance of employees in the company. According to Mangkunegara (2016:67), employee performance is an achievement obtained through the hard work of an employee, seen from the quality and quantity of production they produce. Employee performance is influenced by skills or abilities, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, loyalty, commitment and work discipline (Kasmir, 2016:189).

Work motivation is one of the factors that can influence employee performance in a company. The encouragement of work motivation given to employees can influence increased employee performance. According to Afandi (2018:23), Work motivation is a desire that arises in individuals because of inspiration, enthusiasm and encouragement to carry out activities with sincerity, joy and sincerity to obtain good and quality results.

There are skill/ability and knowledge factors that influence employee performance, so training is needed to improve them. The better the abilities and knowledge an employee has, the more skilled the employee will be and the increased sense of responsibility so that the employee's performance will be effective. According to Dessler (2018:111), Training is the process of providing the knowledge and abilities needed by employees in the company through teaching so that they can do their jobs well.

Organizational culture is another factor that influences employee performance. Culture is used as a determinant of the organization's direction in what it can and cannot do so that it will create an environment that is conducive to improving employee performance. According to Edison (2016:120), Organizational culture is a pattern of shared beliefs, behavior, assumptions and values that will be able to create an environment that is conducive to improving individual and organizational performance.

PT. EK is a company engaged in manufacturing in Bogor Regency, with 3 (three) types of production including wheels, thread winding and thread winding machines. This company was founded around 1990, is located in Bogor Regency and the head office is in the Jakarta area and has a main distributor located in Jakarta as well. The number of employees in this company is around 300 to 400 employees in the factory. The main product in this company is hospital wheels, with a total of 97 employees in wheel production consisting of 40 permanent employees and the rest are contract or contract employees.

One of the goals the company wants to achieve is to maintain the quality of its products. The company has tried everything to fulfill consumer desires. However, the products provided to consumers are still not optimal, and there are still several complaints regarding product quality that does not meet consumer expectations. This is supported by data on the average achievement of PT. EK Bogor Regency's sales target from 2017 to 2021 was 84.74%. Sales that

are not optimal or have not met targets indicate that there are still problems with employee performance at PT. EK Bogor Regency. As for employee performance assessment data for the December 2021 period, there are aspects of employee performance assessment with average scores below company standards. Employee performance can be improved by implementing good work motivation, training, and organizational culture for employees. Therefore, the management of PT. EK needs to pay attention to these factors so that employee performance is optimal.

LITERATURE REVIEW

Employee Performance

Employee performance is the result of good work and employee behavior seen from the quality and quantity achieved by employees in carrying out the tasks given to them with a sense of responsibility within a certain period which is profitable or unprofitable (Mangkunegara, 2016:67; Kasmir, 2016:208; Fahmi, 2018:2). The indicators used to measure employee performance are (1) quality of work, (2) work quantity, (3) work reliability, and (4) employee attitude (Mangkunegara, 2016:75).

Work Motivation

Work motivation is a desire that arises from an individual because of inspiration, enthusiasm, and encouragement to carry out activities with sincerity, joy, and sincerity so that the activities carried out get good and quality results to achieve satisfaction (Afandi, 2018:23; Hasibuan, 2019:143; Sutrisno, 2016:109). The indicators used to measure work motivation are (1) remuneration, (2) working conditions, (3) work facilities, (4) work performance, (5) recognition from superiors, and (6) the work itself (Afandi, 2018:29).

Training

Training is the process of providing education and teaching new or existing employees using systematic and organized procedures regarding the basic skills needed to carry out their work (Dessler, 2018:111; Mangkunegara, 2016:44; Pramudyo, 2017:16). The indicators used to measure training are (1) training trainer, (2) training participants, (3) method, (4) material, and (5) training objectives (Dessler, 2018:244).

Organizational Culture

Organizational culture is a pattern of shared beliefs, behaviour, assumptions, and values that will create a conducive environment for improving individual and organizational work (Edison, 2016:120; Robins, 2013:51; Sedarmayanti, 2017:99). The indicators used to measure organizational culture are (1) self-awareness, (2) aggressiveness, (3) personality, (4) performance, and (5) team orientation (Edison, 2016:131).

Hypothesis Development

- H₁ : There is a positive and significant influence of work motivation, training, and organizational culture on employee performance.
- H₂ : There is a positive and significant influence of work motivation on employee performance
- H₃ : There is a positive and significant influence of training on employee performance
- H₄ : There is a positive and significant influence of organizational culture on employee performance

METHODOLOGY

The research objects are work motivation, training, organizational culture, and employee performance. The subjects in this research were PT. EK which is located on Jalan Lanbau Lio Baru No.2, Sanja, Citeureup, Bogor Regency, West Java, 16810. The research model used in this research is a quantitative descriptive method. The population of this study was 97 employees of the PT. EK Bogor Regency wheel section. Determining the sampling technique from the population used non-probability sampling with the purposive sampling method (Sugiyono, 2018). The sample in this research were employees of PT. EK Bogor Regency in wheel production has 40 permanent employees. The operational variables in this research are as follows.

Table 1 Operational Definition of Variables

Variable	Variable Concept	Indicator	Item Number	Scale
Employee performance (Y) (Mangkunegara, 2016)	Employee performance is the result of good employee work seen from the quality and quantity achieved by an employee	<ol style="list-style-type: none"> 1. Quality of work 2. Working quantity 3. Work reliability 4. Employee attitude 	<p>1-4</p> <p>5-6</p> <p>7-10</p> <p>11-14</p>	Ordinal
Work motivation (X ₁) (Afandi, 2018)	Work motivation is a desire that arises from a person because of inspiration, enthusiasm and encouragement to carry out activities with sincerity, joy and sincerity so as to get good and quality results	<ol style="list-style-type: none"> 1. Give back 2. Working conditions 3. Work facilities 4. Work performance 5. Recognition from superiors 6. The work itself 	<p>15-17</p> <p>18-19</p> <p>20-21</p> <p>22-23</p> <p>24-25</p> <p>26-27</p>	Ordinal

Training (X ₂) (Dessler, 2018)	Training is the process of teaching new or existing employees the basic skills needed to carry out their jobs	<ol style="list-style-type: none"> 1. Training trainer 2. Training participants 3. Method 4. Material 5. Training objectives 	<p>28-29</p> <p>30-32</p> <p>33-35</p> <p>36-37</p> <p>38-41</p>	Ordinal
Organizational culture (X ₃) (Edison, 2016)	Organizational culture is a pattern of shared beliefs, behavior, assumptions and values that will be able to create an environment that is conducive to improving individual and organizational performance	<ol style="list-style-type: none"> 1. Self-awareness 2. Aggressiveness 3. Personality 4. Performance 5. Team orientation 	<p>42-22</p> <p>45-47</p> <p>48-50</p> <p>51-53</p> <p>54-56</p>	Ordinal

Data Testing Method

This research used quantitative data obtained from primary data and secondary data. Primary data sources were obtained from interviews, observations and distribution of questionnaires, while secondary data were obtained from PT. EK Bogor Regency. The measurement scale in this study uses an ordinal measurement scale. The data testing used is instrument testing, classical assumption testing, multiple regression analysis, and hypothesis testing.

Instrument testing was carried out through validity and reliability testing with 30 respondents. The validity test is used to ensure that the data created can measure what should be measured and show accuracy between the data that occurs on the object and the data reported by the researcher (Sugiyono, 2018:2). The results of the validity tests have been carried out show that the value of all items is calculated $> 0,30$ so that the values of all items from the questionnaire for employee performance (Y), work motivation (X₁), training (X₂), and organizational culture (X₃) are declared valid.

Reliability testing is the result of measurements using the same object, which will produce the same data, and consistent or stable statements over time. The reliability test is measured by the Cronbach Alpha (α) statistical test. A variable is said to be reliable if the Cronbach Alpha value is > 0.6 (Sugiyono, 2018). The reliability test results for each research variable were more than 0,6, so the measuring instrument in the form of a questionnaire for employee

performance (Y), work motivation (X1), training (X2), and organizational culture (X3) was declared reliable.

The classical assumption test is used to determine that the data used in this research does not have classic assumption problems. The results of the classical assumption test in this research are the normality test which states that the data is normally distributed, the multicollinearity test which states that the regression model has no problems which means it is free of multicollinearity, and the heteroscedasticity test carried out states that there is no heteroscedasticity or the data is suitable for use.

RESULT AND DISCUSSION

Respondent Characteristics

PT. EK, 's wheel production department is a manufacturing company that produces using iron as raw material and operating machines also requires a strong physique so that 95% of the employees in the company are male. The average age is 26 to 36 years. This happened because, in 2014, the company recruited quite a lot of new employees with an average age of 17 years.

More employees have technical vocational education, as many 24 employees or 60%, because most of the company's work tools are machines, it requires employees who are experts in mechanical engineering. The average length of work for the majority of employees is from 1 to 6 years, with as many as 16 employees or 40%. The lack of employee work motivation means that companies often experience quite high turnover. A total of 19 employees or 47.5% received wages amounting to Rp 2,001,000. to Rp. 4,001,00.-. The wages given are adjusted to the level of difficulty of the job.

Employee Responses to Employee Performance, Work Motivation, Training, and Organizational Culture

The results of administering the questionnaire have several employee responses to determine the influence of work motivation, training, and organizational culture on employee performance at PT. EK Bogor Regency.

The following is a recapitulation of employee responses to employee performance, work motivation, training, and organizational culture.

⊕ **Table 2 Recapitulation of Employee Performance Variable Response Scores**

No	Indicator	Average	Category	Interpretation
1	Quality of work	3.33	Pretty good	Employees are quite capable of completing work with accuracy, thoroughness, skill, and cleanliness
2	Working quantity	3.38	Pretty good	Employees simply reach the production target amount and complete their work quickly enough
3	Work reliability	3.48	Good	Employees are able to follow instruction, have initiative, be careful, and have a diligent attitude while working
4	Employee attitude	3.43	Good	Employees have a good attitude towards the company, other employees, work and cooperation
	Average Employee Rating of Employee Performance	3.40	Pretty good	Employees have quite good employee performance based on work quality, work quantity, work reliability and employee attitudes

Source: Processed Primary Data, 2023

Based on Table 2, shows that the performance of employees at the company is quite good. The assessment of the work quality indicator received the lowest score of 3.33 and was included in the quite good category, for this reason, the management needs to pay more attention and improve it so that the quality of the employee's work becomes better.

Table 3 Recapitulation of Work Motivation Variable Response Scores

No	Indicator	Average	Category	Interpretation
1	Give back	2.88	High enough	Employees feel quite satisfied receiving the compensation provided by the company for their work
2	Working conditions	3.13	High enough	Employees feel quite satisfied with the working environment which is comfortable and supports their work
3	Work facilities	3.05	High enough	Employees feel quite satisfied with everything in the company and enjoy it, both in direct relations with the company and for the smooth running of work
4	Work performance	2.89	High enough	Employees feel quite satisfied with the result obtained according to their wishes or exceeding targets
5	Recognition from superiors	3.20	High enough	Employees feel quite satisfied with recognition from superiors for their work
6	The work itself	3.00	High enough	Employees are quite happy and motivated about the work they have to do and complete
	Average Employee Rating of Work Motivation	3.01	High enough	Employees have quite high motivation in doing their work because employees receive compensation, working conditions, work facilities, work performance, recognition from superiors, and work that is enough to motivate employees to work

Source: Processed Primary Data, 2023

Based on Table 3, it can be seen that work motivation in the company is quite high with an assessment of 3.01. The condition of work motivation can be explained by the highest assessment obtained by the recognition indicator from superiors of 3.20 and it is quite a high category, management needs to maintain and improve it. The remuneration indicator received the lowest score of 2.88 and is in the quite high category, therefore company management needs to pay attention and improve.

Table 4 Recapitulation of Training Variable Response Scores

No	Indicator	Average	Category	Interpretation
1	Training trainer	2.70	Pretty good	Employees receive trainers with sufficient qualifications/competencies, and are capable of motivating them
2	Training participants	2.72	Pretty good	Employees are enthusiastic enough to take part in training, understand the material, and their competence increases quite a bit after attending training
3	Method	2.74	Pretty good	Employees use methods that are appropriate to the material, type of training, and abilities of the training participants
4	Material	2.73	Pretty good	Employees receive training material that is appropriate to the goals they want to achieve and is capable of increasing their abilities
5	Training objectives	2.75	Pretty good	Employees simply experience increased skills and knowledge, increased morale, and increased readiness to face change
	Average Employee Rating of Training	2.73	Pretty good	Employees receive fairly good training based on trainers and trainees having fairly good competencies/ qualifications, the method is appropriate to the type of training, training objectives, and abilities of the training participants, material in accordance with the objectives to be achieved, and employees experienced quite an improvement after attending the training

Source: Processed Primary Data, 2023

Based on Table 4, shows that employee assessments of training are in the quite good category. The training objective indicator obtained the highest score of 2.75, falling into the quite good category. Companies must continue to strengthen training objectives so that training is successful. The lowest assessment obtained was the training trainer indicator of 2.70 which was included in the quite good category, management needs to pay attention and improve it to make it better.

Table 5 Recapitulation of Response Scores for Organizational Culture Variables

No	Indicator	Average	Category	Interpretation
1	Self-awareness	2.73	Strong enough	Employees have good self-awareness in working to develop themselves, obey the rules, and offer quality products
2	Aggressiveness	2.70	Strong enough	Employees have goals that are quite challenging and realistic, are quite capable of setting work plans and strategies to achieve goals, and work on work plans with enough enthusiasm
3	Personality	2.71	Strong enough	Employees simply have a respectful, open and sensitive attitude towards other employees
4	Performance	2.72	Strong enough	Employees have sufficient values of creativity, meet quality, and are efficient
5	Team orientation	2.71	Strong enough	Employees are quite capable of working together well, carrying out effective communication and coordination while being quite actively involved
Average Employee Rating of Organizational Culture		2.71	Strong enough	Employees are able to implement an organizational culture with a fairly strong category based on self-awareness, aggressiveness, personality, performance, and good team orientation

Source: Processed Primary Data, 2023

Based on Table 5, it can be seen that the organizational culture is quite strong with an average value of 2.71. Self-awareness gets a score of 2.73 so it is quite a strong category. Leaders in companies need to carry out their roles to be more able to foster self-awareness by managing organizational culture and employee involvement. The lowest assessment obtained is an indicator of aggressiveness, so it needs to be paid attention to and improved by company management.

Multiple Regression Analysis

Table 6 Regression Coefficients and Significance Test of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,221	3,385		2,133	,040
	X ₁	,228	,094	,247	2,443	,020
	X ₂	,495	,127	,483	3,898	,000
	X ₃	,309	,114	,283	2,719	,010

a. Dependent Variable: Y
 Source: Processed Primary Data, 2023

Based on Table 6, a regression equation is obtained with the following estimation model.

$$Y = 7.221 + 0.228X_1 + 0.495X_2 + 0.309X_3 + e$$

This equation means that the coefficient X₁ is 0.288, meaning work motivation (X₁) has a positive effect on employee performance (Y). The value of X₂ is 0.495, meaning that training (X₂) has a positive effect on employee performance (Y). The value of X₃ is 0.309, meaning that organization culture (X₃) has a positive effect on employee performance (Y).

Multiple Correlation Analysis

The results of multiple correlation analysis can be seen in Table 7 below.

Table 7 Calculation Results of the Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,903 ^a	,815	,800	2,332

a. Predictors: (Constant), X₃, X₂, X₁
 Source: Processed Primary Data, 2023

The results of multiple correlation show that the correlation coefficient R is 0.903, which is in the very strong category. This proves that the relationship between work motivation (X₁), training (X₂), and organizational culture (X₃) has a very strong relationship to employee performance (Y). The higher the work motivation, training, and organizational culture, the more employee performance will increase.

Analysis of the coefficient of Determination (R²)

The results of the coefficient of determination (R²) from Table 7 show an R Square figure of 0.815 or 81.5%. This proves that 81.5% of work motivation,

training, and organizational culture variables influence employee performance, while 18.5% are influenced by other variables.

Hypothesis Test

Before moving towards drawing up the basis for conclusions, the regression equation that has been obtained and has met the regression assumption test, through this test it is also necessary to test the regression coefficients both simultaneously and partially.

Simultaneous Regression Model Testing (F-Test)

The results of hypothesis testing using F-test statistics can be seen in Table 8 below.

Table 8 Results of Simultaneous Regression Coefficient Testing (F-Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	862,975	3	287,658	52,889	,000 ^b
	Residual	195,800	36	5,439		
	Total	1058,775	39			

a. Dependent Variable: Y

b. Predictors: (Constant), X₃, X₂, X₁

Source: Processed Primary Data, 2023

Based on the results of the F test, it is known that the F_{count} of 52.889 is greater than F_{table} of 2.87 and the significant value is $0.000 < 0.05$. It can be concluded from the results of the F test that the variables of work motivation, training, and organizational culture have a positive and significant effect simultaneously on employee performance. This is in accordance with research conducted by Salim, et al (2020), which states that the variables of work motivation, training, and organizational culture simultaneously have a positive and significant effect on employee performance.

Partial Regression Model Testing (t-Test)

Based on Table 6 above, the t_{count} value and the significance value of each independent variable can be seen. While the t_{table} value for $\alpha = 0.05$ with a degree of freedom of $40 - 3 - 1 = 36$ is 1.688. From the results of the t test, below is a summary of partial testing of work motivation, training, and organizational culture variables.

Table 9 Partial Test Recapitulation

No	Variable	t _{count}	t _{table}	Sig.	α	Decision	Conclusion
1	Work Motivation	2.443	1.688	0.020	0.05	H _{a1} accepted	Work motivation has a positive and significant effect on employee performance
2	Training	3.898	1.688	0.000	0.05	H _{a2} accepted	Training has a positive and significant effect on employee performance
3	Organizational Culture	2.719	1.688	0.010	0.05	H _{a3} accepted	Organizational culture has a positive and significant effect on employee performance

Source: Processed Primary Data, 2023

Based on Table 9, the tcount value of the training variable is more dominant than the tcount of work motivation and organizational culture variables. This means that the training variable has a stronger influence on improving employee performance at PT. EK Bogor Regency. The above is proven by research conducted by Setiawan, et al (2021) using path analysis, it is proven that training has a direct effect on employees' performance. This means that the better the implementation of food training, the better the employee's performance will be. The training provided to employees is one way to solve problems faced by employees in the work or tasks they are responsible for. Meanwhile, work motivation and organizational culture require mediating variables to determine their effect on employee performance. This is proven by Prasetyo, et al (2021) that work motivation influences employee performance through job satisfaction and Hariyanto, et al (2021) that organizational culture influences employee performance through job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research conducted regarding the influence of work motivation, training, and organizational culture on employee performance at PT. EK Bogor Regency, it can be concluded that the average employee assessment of employee performance. Work motivation, training, and organizational culture simultaneously and partially have a positive and significant influence on the performance of production employees at PT. EK Bogor Regency.

The author proposes suggestions to companies based on the conclusions obtained, namely that leaders should conduct briefings before starting production to provide work motivation regarding quality and target achievement, increase employee salaries according to the company's capabilities, select training trainers according to criteria, and provide opportunities for employees to work new project.

Suggestions for further, this research can be carried out by adding other research that can influence employee performance, including work design, personality, leadership, leadership style, job satisfaction, loyalty, commitment, and work discipline (Kasmir, 2016).

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FURTHER RESEARCH

This research still has limitations so further research needs to be done on this topic "The Effect Work Motivation, Training, and Organization Culture on the Performance of Production Employees at PT. EK Bogor District".

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