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The Influence of Organizational Culture and Extrinsic Motivation on Employee Performance (A Study on The Regional Development Planning Agency of West Java Province)

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Abstract: One of the resources that the author focuses on is one of the functions of human resource management in the form of organizational culture and extrinsic motivation for the Performance of Civil Servants at the Regional Development Planning Agency of West Java Province. This is the focus of the author's observation on the grounds that the organization's resources, are one of the resources that are very closely related to other resources and activities carried out in the process of achieving organizational goals. One of the resources that the author focuses on is one of the functions of human resource management in the form of organizational culture and extrinsic motivation for the Performance of Civil Servants at the Regional Development Planning Agency of West Java Province. This is the focus of the author's observation on the grounds that the organization's resources, are one of the resources that are very closely related to other resources and activities carried out in the process of achieving organizational goals. In the preparation of this thesis, the author uses descriptive method research and quantitative approach. The samples taken in this study were 30 employees of Bappeda West Java Province. From the results of descriptive analysis, it is known that organizational culture is in the very good category, extrinsic motivation and performance are in the good category. Organizational culture and extrinsic motivation have an influence on the performance of employees of Bappeda West Java Province both partially and simultaneously.

Keyword: Organizational culture, extrinsic motivation, employee performance.

INTRODUCTION

The success of an organization in achieving its goals depends on the performance of each employee. Its success comes from the process of implementing work and employee work results, so the work process can be seen from whether each employee carries out the work assigned to each employee and the results of their work. The success comes from the process of implementing work and the results of employee work, so the work process can be seen from

whether or not each employee carries out the work assigned to each employee and the results of their respective work.

In accordance with the UU ASN No. 5 of 2014 which requires every employee to work and be able to achieve the set targets. However, the implementation is still not running optimally and is still far from expectations where there are still state civil apparatus who have not worked optimally and seem relaxed to answer the demand for better service provision and closer to the community. and closer to the community.

Table 1 Recapitulation of Employee Performance SKP

No.	Performance Indicators	Score	Target
1	Service Orientation	80	100
2	Integrity	80	100
3	Commitment	79	100
4	Discipline	84	100
5	Cooperation	70	100
6	Leadership	85	100
	Average	79,5	100

Source: Bappeda of West Java Province, 2023

Based on the data in Table 1 above, it can be seen that basically employee performance is still not optimal, this can be seen from the average achievement of employee performance which is still at a score of 79.5 (good category). Meanwhile, the expected performance target is very good, namely the score between 81 - 100.

Table 2 Performance Outcomes 2020 – 2022

Performance Indicators	Performance Outcomes (%)		
	2020	2021	2022
Performance Planning Component Score on Provincial SAKIP Assessment	97,64%	97,75%	91,79%

Source: Bappeda of West Java Province, 2023

From the table of performance achievements of the West Java Province Bappeda, it is known that there is a decrease in performance achievement in 2022 compared to 2021.

Organizational Culture

Hasan et al (2021), define organizational culture as a pattern of basic assumptions discovered, created, or developed by a particular group with the intention that the organization learns to overcome or overcome its problems arising from external adaptation and internal integration that have gone well enough, so it needs to be taught to new members as the right way to understand, think and feel regarding these problems.

Armstrong in Soepandi (2020), organizational culture can be described as values, norms and artifacts accepted by organizational members as an organizational climate that will influence and be influenced by organizational strategies, organizational structures and systems.

Extrinsic Motivation

According to Sedarmayanti (2013: 154), motivation is a force that encourages a person to take an action or not which essentially exists internally and externally positive or negative, work motivation is something that creates encouragement / work enthusiasm / encourages work

enthusiasm. Therefore, motivation is a driver that leads to goals and it rarely appears in vain. Every organization certainly wants to achieve goals. To achieve these goals, the role of humans involved in it is very important.

According to Suhardi in Novariani et al (2021) extrinsic motivation is motivation that arises because of influences from outside of a person. Extrinsic motivation is the driving force that comes from outside a person, especially from the organization where he works.

Employee Performance

Veithzal Rivai Zainal et al (2017: 447), performance is a display of the overall condition of the company during a certain period, which is the result or achievement that is influenced by the company's operational activities in utilizing the resources owned. Performance is the result of a process that is referred to and measured over a period of time based on predetermined conditions or agreements.

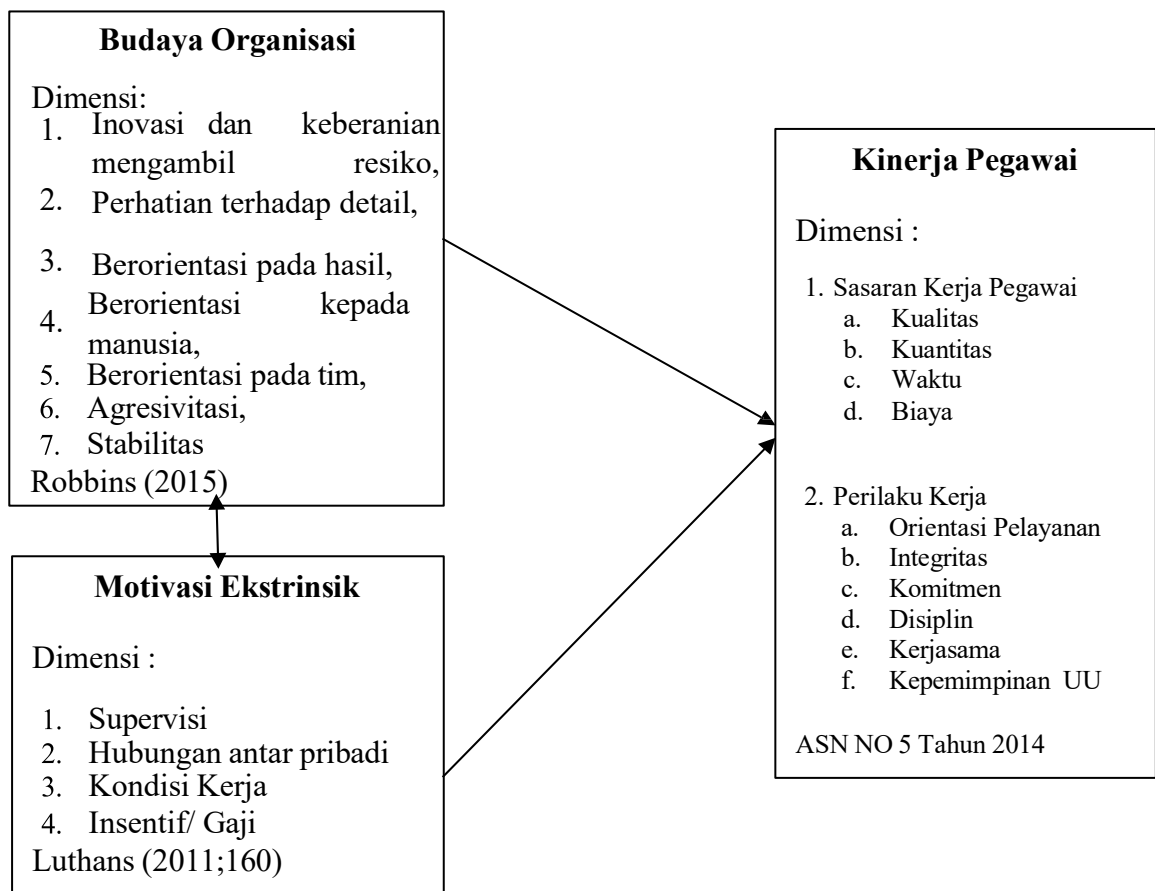


Figure 1 Framework of Thought

METHOD

This research is a study using a quantitative approach in the form of associative in this study shows the relationship or influence between two or more variables, namely the effect of organizational culture on employee performance, the effect of extrinsic motivation on employee performance, and the effect of extrinsic motivation and organizational culture on employee performance.

This research uses descriptive methods according to Uma Sekaran in Deden Komar Priatna, et al (2022: 84), “Descriptive research is conducted to explain the characteristics of various research variables in a particular situation. This research can also be mentioned as research that explains the phenomenon as it is. The purpose of this research is to present a

profile or explain aspects relevant to a phenomenon under study from the perspective of individuals, organizations, industries and other perspectives “.

There are two types of data sources that will be taken in this research, namely primary data and secondary data. The population of this study were all employees at Bappeda West Java Province, totaling 145 people.

Table 3 Sampling Techniques Based on Population

No	Work Unit	Population	Sample (20-25% of Population)	Sample Size
1	Head	1	-	
2	Secretariat	38	$38 \times 20\% = 7,6$	8
3	Planning, Control and Evaluation of Regional Development	16	$16 \times 20\% = 3,2$	3
4	Economic and Natural Resources Division	10	$10 \times 20\% = 2$	2
5	Government and Human Development Division	8	$8 \times 20\% = 1,6$	2
6	Infrastructure and Territory Sector	13	$13 \times 20\% = 2,6$	3
7	Position and Functional Groups	59	$59 \times 24\% = 4,16$	14
	Total	145		30

Source: Bappeda of West Java Province, 2023

In this study, the authors used several data collection techniques, including: Field Research and Library Research.

Validity Test

The measuring tool that can be used in testing the validity of a questionnaire is the number of correlation results between the statement score and the overall score of the respondent's statement on the information in the questionnaire.

The type of correlation used is the Pearson correlation between the score of each question and the actual score of the item. How to obtain correlation numbers in validity tests with SPSS software tools is often done with two alternatives. Testing the validity with SPSS software for windows 24.0 is to use the r value of the Corrected Item Total Correlation results through the Scale sub menu on the Reliability Analysis option. If the Corrected Item Total Correlation value is greater than the r table value the instrument is declared valid.

Reliability Test

The reliability test results reflect the trustworthiness and reliability of a research instrument based on the level of stability and accuracy of a measuring instrument in the sense that the measurement results obtained are a true measure of what is being measured. One of the reliability testing methods used is to use the Alpha-Cronbach method.

A set of question items in the questionnaire is acceptable if it has a reliability coefficient value greater than or equal to 0.7. However, research often uses a critical value of 0.6.

Path Analysis

Kerlinger (2014) states that path analysis is an application of multiple regression analysis in testing complex hypotheses that are useful for analyzing the direct and indirect effects of independent variables on a dependent variable. Multiple regression analysis itself aims to test the effect of several independent variables on the dependent variable with an interval or ratio measurement scale.

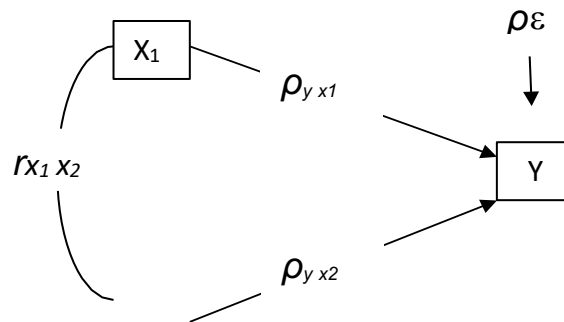


Figure 2 Diagram between Variables Reflecting the Relationship Between Variables and the Effect of Variable X on Variable Y.

Partial Hypothesis Testing

The effect of organizational culture on employee performance:

H1: Organizational culture (X1) partially affects employee performance (Y) at Bappeda of West Java Province.

H0: Organizational culture (X1) has no effect on employee performance (Y) at Bappeda of West Java Province partially.

The effect of extrinsic motivation on employee performance:

H2: Extrinsic motivation (X2) partially affects employee performance (Y) at Bappeda of West Java Province.

H0: Extrinsic motivation (X2) has no effect on employee performance (Y) at Bappeda of West Java Province partially.

Conclusions were drawn based on the comparison between α and Sig.t (P-value of t value). The conclusions drawn are:

If the P-value of $t < \alpha$ ($\alpha = 0.05$), then H0 is rejected.

If the P-value of $t > \alpha$ ($\alpha = 0.05$), then H0 is accepted.

Simultaneous Hypothesis Testing

Hypothesis Formulation:

H3: Organizational culture (X1) and extrinsic motivation (X2) simultaneously affect employee performance (Y) at Bappeda of West Java Province.

H0: Organizational culture (X1) and extrinsic motivation (X2) have no effect on employee performance (Y) at Bappeda of West Java Province simultaneously.

Conclusions were drawn based on the comparison between α and Sig.F (P-value of F value). The conclusions drawn are:

If the P-value of $F < \alpha$ ($\alpha = 0.05$), then H0 is rejected.

If the P-value of $F > \alpha$ ($\alpha = 0.05$), then H0 is accepted.

RESULTS AND DISCUSSION

The results of the research that have been obtained by researchers will be described in detail for each variable.

Descriptive Analysis

Table 4 Organizational Culture at Bappeda West Java Province (X1)

No	Questionnaire Item	Total Score	Category
1	The organization encourages employees to produce innovations	125	Good
2	The organization takes responsibility for the risks of employees' work	124	Good
3	The organization pays attention to the needs of employees	104	Good
4	The organization demands work output with precise accuracy	119	Good
5	The organization provides flexibility to employees in work	115	Good
6	Organizational policies consider the impact on employees	119	Good
7	Organizational policies accommodate employee needs	128	Very good
8	The work team is heavily involved in the implementation of work	130	Very good
9	Teamwork is well established	133	Very good
10	The organization provides room for healthy competition	117	Good
11	Organization and employees are enthusiastic in creating a good working climate.	127	Very good
12	The organization pays attention to the priority and urgency of a job	111	Good
13	Organizations pay attention to work continuity and intensity	115	Good
	Total Score	1333	
	Average	102,54	Good

Source: Processed primary data

Based on table 4 above, the total score of the cumulative value of the organizational culture variable reaches 1333. With the highest score being $5 \times 13 \times 30 = 1950$, and the lowest score being $1 \times 13 \times 30 = 390$. Based on the weighted score of the organizational culture variable above, employees of Bappeda of West Java Province have an agreeable perception of organizational culture, meaning that the majority of employees agree with the existing organizational culture at Bappeda of West Java Province which is formed by the employees themselves and can be a differentiator from other organizations.

Table 5 Extrinsic Motivation at West Java Province Bappeda (X2)

No	Questionnaire Item	Total Score	Category
1	I always get coaching related to the tasks I carry out.	105	Good
2	I am able to work well as a team	114	Good
3	I feel that the agency really cares about me	108	Good
4	I feel the role of community leaders in helping me with my work.	128	Very good
5	I feel that the relationship between employees is harmonious	108	Good
6	I feel that my relationship with the leadership is in the good category	109	Good
7	I always communicate and coordinate related to the tasks I carry out with the leadership	109	Good
8	I feel that the available facilities support the completion of the tasks I do	112	Good
9	I feel that the office environment supports me in doing my job well	105	Good
10	I feel that my coworkers encourage me to work better.	108	Good
11	I feel that the incentives provided are in accordance with the workload carried out	131	Very good
12	I feel that the incentives provided are in accordance with applicable regulations	112	Good
	Total score	1349	
	Average	112,42	Good

Source: Processed primary data

Based on table 5 above, the total score of the cumulative value of the extrinsic motivation variable reaches 1349. With the highest score being $5 \times 12 \times 30 = 1800$, and the lowest score being $1 \times 12 \times 30 = 360$. Based on the weighted score of the extrinsic motivation variable above, it turns out that employees of the West Java Provincial Bappeda have a perception of agreeing to extrinsic motivation, meaning that employees have agreed with extrinsic motivation at the West Java Provincial Bappeda.

Table 6 Employee Performance of West Java Province Bappeda (Y)

No	Questionnaire Item	Total Score	Category
1	I work meticulously to ensure good quality work.	115	Good
2	I can complete all assigned work	115	Good
3	I can complete my work on time	106	Good
4	I consider cost efficiency in completing work	91	Good enough
5	I understand well that my work prioritizes good service.	99	Good enough
6	I work with a sense of responsibility and honesty	101	Good enough

7	I have the desire to improve organizational performance	98	Good enough
8	I always comply with all applicable rules both in terms of work and related to my personal discipline.	107	Good
9	I can carry out cooperation both with fellow employees and with the leadership.	112	Good
10	The current leader is an example and a figure for employees in terms of organizational leadership.	105	Good
Total Score		1049	
Average		104,9	Good

Source: Processed primary data

Based on table 6 above, the total score of the cumulative value of the performance variable reaches 1049. With the highest number of scores being $5 \times 10 \times 30 = 1500$, and the lowest number of scores being $1 \times 10 \times 30 = 300$. Based on the weighted score of the employee performance variable above, employees of Bappeda of West Java Province have an agreeable perception of their performance, meaning that the majority of employees are good with their current performance.

Validity Test

Validity is a measure that shows the levels of validity or validity of an instrument. An instrument is said to be valid if it is able to measure what is desired, and can reveal data from the variables studied precisely.

Table 7 Validity Test Results

No. Pernyataan	r Hitung	r Kritis	Status
Organizational Culture			
1	0.413	0,30	VALID
2	0.623	0,30	VALID
3	0.506	0,30	VALID
4	0.377	0,30	VALID
5	0.628	0,30	VALID
6	0.652	0,30	VALID
7	0.669	0,30	VALID
8	0.715	0,30	VALID
9	0.594	0,30	VALID
10	0.524	0,30	VALID
11	0.760	0,30	VALID
12	0.702	0,30	VALID
13	0.560	0,30	VALID
14	0.723	0,30	VALID
Extrinsic Motivation			
1	0.321	0,30	VALID
2	0.668	0,30	VALID
3	0.804	0,30	VALID
4	0.663	0,30	VALID
5	0.567	0,30	VALID
6	0.734	0,30	VALID
7	0.639	0,30	VALID
8	0.674	0,30	VALID

9	0.666	0,30	VALID
10	0.655	0,30	VALID
11	0.670	0,30	VALID
12	0.351	0,30	VALID
Employee Performance			
1	0.838	0,30	VALID
2	0.796	0,30	VALID
3	0.615	0,30	VALID
4	0.765	0,30	VALID
5	0.697	0,30	VALID
6	0.699	0,30	VALID
7	0.851	0,30	VALID
8	0.825	0,30	VALID
9	0.810	0,30	VALID
10	0.614	0,30	VALID

Source: Output SPSS 24.0

From Table 7, it can be seen that all research instruments on all variables are valid data because the value of $r_{count} > r_{critical}$ (0.30).

Reliability Test

An instrument test is said to be reliable when it meets the Cronbach alpha coefficient standard greater than or equal to 0.60 ($\alpha \geq 0.60$).

Table 8 Reliability Test Results

No	Variables	Cronbach's Alpha	Description
1	Organizational Culture (X1)	0,884	Reliabel
2	Extrinsic Motivation (X2)	0,905	Reliabel
3	Employee Performance (Y)	0,905	Reliabel

Based on the table above, it can be concluded that all variables are declared reliable, because the Cronbach's alpha value ≥ 0.60 .

Path Analysis

Path analysis is a statistical analysis method that allows in providing a quantitative interpretation or interpretation for the relationship of a number of variables in the model.

Table 9 Correlation Matrix between Sub Variables

		Budaya Organisasi (X1)	Motivasi Ekstrinsik (X2)	Kinerja Pegawai (Y)
Budaya Organisasi (X1)	Pearson Correlation	1	.700**	.954**
	Sig. (2-tailed)		.000	.000
	N	30	30	30
Motivasi Ekstrinsik (X2)	Pearson Correlation	.700**	1	.761**
	Sig. (2-tailed)	.000		.000
	N	30	30	30
Kinerja Pegawai (Y)	Pearson Correlation	.954**	.761**	1
	Sig. (2-tailed)	.000	.000	
	N	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Table 10 Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.225	1.970		1.130	.268
Organizational Culture (X1)	.578	.051	.825	11.308	.000
Extrinsic Motivation (X2)	.157	.062	.184	2.519	.018

a. Dependent Variable: Employee Performance (Y)

From Table 10, it is known that the significance of the two variables, namely $X_1 = 0.000$, $X_2 = 0.018$, whose value is smaller than 0.05, these results provide the conclusion that the two variables have an influence on variable Y, or in other words, the variables of organizational culture and extrinsic motivation partially have an influence on the performance of employees of Bappeda West Java Province.

Table 11 Path Analysis Test Results (Correlation Value)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 ^a	.927	.921	1.27642

a. Predictors: (Constant), Extrinsic Motivation (X2), Organizational Culture (X1)

b. Dependent Variable: Employee Performance (Y)

The magnitude of the R or R2 Square value in the model summary table shows a value of 0.927, this shows that the contribution of the influence of X1 and X2 on variable Y is 92.7%, the remaining 7.3% is the contribution of other variables not included in the study.

Table 12 Effect of Organizational Culture and Extrinsic Motivation on Employee Performance of West Java Province Bappeda

No	Effect	Direct	Indirect	Total
1	$X_1 \rightarrow Y$	$0,825 \times 0,825 = 0,680625$	$0,825 \times 0,700 \times 0,184 = 0,10626$	0,786885
2	$X_2 \rightarrow Y$	$0,184 = 0,033856$	$0,184 \times 0,700 \times 0,825 = 0,10626$	0,140116
			TOTAL	0,927001

From the table above, it is known that the total direct and indirect effect of the two variables is 0.927 which is the value of R2. Or in other words, organizational culture and extrinsic motivation affect employee performance by 92.7% and the remaining 7.3% is influenced by other variables not examined in this study, such as work environment, work discipline, and others.

Partial Test

- a. Based on the table above, it can be seen that the test results with SPSS obtained for the Organizational Culture variable (X1) obtained a t value of 11.308 and a t table of 2.052. Since the calculated t value is greater than the t table ($11.308 < 2.052$), then H0 is rejected H1 is accepted, with a significance value of X1 of $0.000 < 0.05$, which indicates that there is a significant effect of X1 on Y. Based on Table 4.48, it is known that partially the direct effect of organizational culture on employee performance is 0.680 (68%), the indirect effect is 0.106 (10.6%) and the total effect is 0.787 (78.7%).
- b. Based on the table above, it can be seen that the test results with SPSS obtained for the Extrinsic Motivation variable (X2) obtained a t value of 2.519 and a t table of 2.052. Because the calculated t value is greater than the t table ($2.519 < 3.052$), H0 is rejected, H1 is accepted, with a significance value of X2 of $0.018 < 0.05$, which indicates that there is a significant effect of X2 on Y. (H0 rejected, H2 accepted). Based on Table 4.11, it is known that partially the direct effect of extrinsic motivation on employee performance is 0.034 (0.34%), the indirect effect is 0.106 (10.6%) and the total effect is 0.140 (14%).

Simultaneous Test

Simultaneous hypothesis testing in this study using the F test. The F test is used to determine the significance level of the influence of the independent variables together (simultaneously) on the dependent variable.

Table 13 F Test Results
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	556.177	2	278.089	170.686	.000 ^a
	Residual	43.989	27	1.629		
	Total	600.167	29			

- a. Predictors: (Constant), Extrinsic Motivation (X2), Organizational Culture (X1)
- b. Dependent Variable: Employee Performance (Y)

Based on the table above, the significance value is 0.001 where this figure is smaller than 0.05 ($0.000 < 0.05$), so H0 is rejected. So, it can be concluded that together organizational culture and extrinsic motivation simultaneously affect the performance of West Java Province Bappeda employees by 92.7% and the remaining 7.3% is influenced by other variables not examined in this study such as work environment, work discipline, and others.

CONCLUSION

Based on the results of research and discussion that has been carried out regarding the influence of organizational culture and extrinsic motivation on the performance of employees of Bappeda of West Java Province, it can be concluded that organizational culture and extrinsic motivation affect the performance of employees of Bappeda of West Java Province both partially and simultaneously.

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