

THE INFLUENCE OF INTRINSIC MOTIVATION, ORGANIZATIONAL CULTURE, AND WORK DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES IN JAKARTA BKN PERSONNEL BUREAU

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Abstract

This research aims to analyze how much influence intrinsic motivation, organizational culture and work discipline have on the performance of BKN Jakarta personnel bureau employees. Data management uses validity and reliability tests as well as multiple linear regression and multiple correlation using the SPSS 17.0 program. The results of the analysis of multiple linear regression calculations obtained the equation $Y = 4.905 + 0.460 X1 + 0.175 X2 + 0.218 X3$. This shows that intrinsic motivation (X1), organizational culture (X2), and work discipline (X3) have a positive effect on employee performance (Y). The coefficient of determination (R square) value is 53.3%, this shows that the variables of intrinsic motivation, organizational culture and work discipline contribute 53.3% to the performance of BKN Jakarta personnel bureau employees, while the remaining 46.7% is influenced by variables others not analyzed in this study. The magnitude of this influence shows that intrinsic motivation, organizational culture and work discipline are important elements in improving the performance of BKN Jakarta personnel bureau employees.

Keywords: Intrinsic motivation, organizational culture, work discipline, employee performance, Jakarta BKN Personnel Bureau

INTRODUCTION

Human Resources play an important and determining role among other resources available in every company or organization. No matter how advanced technology is, the development of information and the availability of capital, if it is not supported by skilled human resources, it will be difficult for the organization to achieve its goals. The role of humans is very dominant because through this role humans can work together with each other or others to achieve

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goals by utilizing all available resources. Humans who work in all companies contribute their energy both physically and mentally. Achieving organizational goals is highly dependent on its human resources. This is reflected in employee performance, where every organization or company will always try to increase its productivity and employee performance in order to achieve optimal goals. Human resource management is a process consisting of planning, organizing, leading and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion and termination of employment in order to achieve set goals.

The success of an organization is greatly influenced by the individual performance of its employees. Every organization will always try to improve the performance of its employees, with the hope that the organization's goals will be achieved. One of the ways taken by organizations to improve employee performance is by providing, for example, training, education, providing appropriate compensation, providing motivation and creating a conducive work environment.

Employee performance is a benchmark for organizations to assess abilities, productivity and provide useful information for matters relating to employees. Performance is the result of work compared to predetermined standards. Performance plays an important role in increasing progress or changing direction for the better in achieving organizational goals. The success or failure of carrying out individual tasks in an organization is determined by the performance they achieve over a certain period of time. The mental development of employees will influence their attitudes and enthusiasm for work. Employee mental development and enthusiasm which tends to decline will result in a decrease in employee performance. The magnitude of the impact caused by a decline in employee performance is a challenge for a manager or leader to overcome this problem. This is what happens in the field of the BKN Personnel Bureau, paying attention to all problems, especially regarding their performance so that negative things do not happen.

The State Civil Service Agency as a government institution responsible for personnel management has developed a function as a policy formulator in the field of personnel, it is hoped that it can create civil servants who are professional, responsible, honest, disciplined and fair so that they can carry out their duties efficiently.

As a government agency work unit, the BKN Civil Service Bureau is also required to show good performance in carrying out its main tasks and functions as well as showing effective and efficient performance. The obligation to provide accountability or answer and explain the performance and actions of both officials and work units, therefore, evaluation and performance measurement is very necessary as well as continuously identifying problems that can cause employee performance to decline.

The success achieved by the BKN Civil Service Bureau in carrying out its main tasks and functions is of course greatly influenced by the success of its

employees. Whether an employee is successful or not at work will be known if the organization concerned implements a performance appraisal system. Human Resources are the main actors in every organizational activity because humans are always planners, actors and determinants of achieving organizational goals.

One of the things that influences employee performance is Intrinsic Motivation. Intrinsic motivation itself is one of several factors that influence employee performance. Because without intrinsic motivation, all activities that will be carried out will produce unsatisfactory results and will not be in accordance with the organization's goals.

Intrinsic motivation is the starting point of all success in achieving the goals of an organization. According to Sunyoto (2013:37) motivation is an urge that grows within a person. Both from within and from outside him to carry out work with high enthusiasm using all the abilities he has to achieve company goals. Therefore, it is not surprising that employees who have high motivation usually have high performance as well.

Apart from intrinsic motivation, organizational culture is the values, morals, beliefs and rules that exist for each member of the organization (or for each party who has an interest in a particular organization) to serve as a basis for thinking and behaving in achieving organizational goals and objectives. Apart from culture, ethics and morals, organizations have structures that determine the behavior of their members Darsono and Siswandoko (2011-307).

The organizational culture and trust given are invaluable rewards. The success of a company by leaders who can encourage employees to work effectively in accordance with organizational culture which is directly related to employee performance.

Work discipline is a person's awareness and willingness to obey all educational institution regulations and applicable social norms (Hasibuan, 2012: 193). The work discipline of employees in the BKN Civil Service Bureau is caused by several factors, namely: some employees do not arrive on time (at 08.30 WIB), employees are frequently absent (more than 3 working days), supervision does not go well, work regulations are always violated, so that the provisions that are standards as they should be do not work well. Hasibuan (2012:193) says that work discipline is a person's awareness and willingness to obey all applicable regulations and social norms.

RESEARCH METHOD

In this research, the object of research is employee performance which is influenced by intrinsic motivation, organizational culture and work discipline on employee performance at the BKN Jakarta Personnel Bureau.

The data source in this research was obtained by distributing questionnaires, namely a data collection method by asking respondents questions using a questionnaire guide containing questions based on the indicators proposed.

The type of data used in this research is primary, namely data obtained by respondents from the results of the questionnaire. Determining the sample size can be done by statistical calculations, namely by using the *Slovin Formula*. The *Slovin* formula is used to determine the sample size from a known population of 130 employees. The level of precision specified in sample determination is 5%. Based on the results of these calculations, the sample obtained was 98 employees or respondents.

RESULTS AND DISCUSSION

1. Validity Test and Reliability Test Results

Based on instrument testing carried out on the variables of employee performance, intrinsic motivation, organizational culture and work discipline above, it can be interpreted that all statement instruments on these three variables are declared valid because the correlation coefficient with the total score is more than 0.30.

Based on reliability, it can be stated that all statements in the questionnaire can be used in this research. The data is declared reliable because the *Cronbach's Alpha value* for each variable is greater than 0.7.

2. Results of Multiple Linear Regression Analysis

Table 1.
Results of Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,905	3,222		1,522	.131
	Intrinsic_Motivation_X1	,460	,074	,525	6,181	,000
	Organization_Culture_X2	,175	,072	,192	2,436	.017
	Work_Discipline_X3	,218	,080	,210	2,740	,007

a. Dependent Variable: Performance_Y

Source: SPSS 17.0 Processed Data, April 2017.

Based on the results of multiple linear regression analysis referring to table 4.14, it can be seen that the linear regression equation is as follows:

$$Y = 4.905 + 0.460 X1 + 0.175 X2 + 0.218 X3$$

From this equation, it can be explained that the results of the multiple linear regression equation are that the constant value is 4.905, meaning that if the independent variables, namely intrinsic motivation, organizational culture and work discipline, are assumed to be fixed or constant, then the dependent variable, namely employee performance, has a value of 4.905.

The regression coefficient value for the intrinsic motivation variable (X1) in the regression equation shows a positive value of 0.460, which means that if intrinsic motivation increases by one unit, then employee performance will increase by 0.460 or 46% assuming the other independent variables have constant values.

The regression coefficient value for the organizational culture variable (X2) in the regression equation shows a positive value of 0.175, which means that if organizational culture increases by one unit, then employee performance will increase by 0.175 or 17.5% assuming the other independent variables have constant values.

The regression coefficient value for the work discipline variable (X3) in the regression equation shows a positive value of 0.218. It can be interpreted that if work discipline increases by one unit, then employee performance will increase by 0.218 or 21.8% assuming the other independent variables have constant values.

3. Model Feasibility Test (F Test)

Based on the results of the f test, it can be explained that the calculated F value is greater than the F table ($35.751 > 2.70$) with a significance level of $0.000 < 0.05$, so it can be concluded that H_a is accepted, meaning intrinsic motivation (X1), organizational culture (X2), and work discipline (X3) together have a positive and significant effect on employee performance (Y). The results of this explanation show that the model developed in the research is feasible, meaning that the variables used in the model are able to explain the model being analyzed.

4. Hypothesis testing

The calculated t value for intrinsic motivation is 6.181 with a significant level of 0.000, while the t table value with $df = nkl (98-3-1=94)$, a significant level of 0.05, is 1.986. Because $t_{count} > t_{table}$ ($6.181 > 1.986$) then H_a is accepted, meaning that intrinsic motivation has a positive and significant effect on employee performance.

For the calculated t value of organizational culture (X2) it is 2.436 with a significance level of 0.000, while the t table value with $df = nkl (98-3-1 = 94)$, and a significance level of 0.05, produces a figure of 1.986. Because $t_{count} > t_{table}$ ($2.436 > 1.986$), H_a is accepted, meaning that organizational culture has a positive and significant effect on employee performance.

The calculated t value for work discipline (X3) is 2.740 with a significance level of 0.000, while the t table value with $df = nkl (98-3-1 = 94)$, and a significance level of 0.05, produces a figure of 1.986. Because $t_{count} > t_{table}$

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($2.740 > 1.986$) then H_a is accepted, meaning that work discipline has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of research and discussion regarding Intrinsic Motivation, Organizational Culture, and Work Discipline on Employee Performance in the BKN Personnel Bureau, the following conclusions were obtained: (1) Based on the results of hypothesis testing, it shows that Intrinsic Motivation has a positive and significant effect on employee performance in the Personnel Bureau. BKN Jakarta. (2) Based on the results of the hypothesis test, it shows that Organizational Culture has a positive and significant effect on employee performance in the BKN Jakarta Personnel Bureau. (3) Based on the results of the hypothesis test, it shows that Work Discipline has a positive and significant effect on employee performance in the BKN Jakarta Personnel Bureau. (4) Of the three variables of intrinsic motivation, organizational culture and work discipline, there is a variable that has a dominant influence on employee performance, namely the intrinsic motivation variable with a regression value of 0.460 or 46%. (5) The contribution made by intrinsic motivation, organizational culture and work discipline to the performance of employees at the BKN Jakarta Personnel Bureau, South Jakarta is 53.3% and the remaining 46.7 % is influenced by other variables not analyzed in this research.

The following suggestions are given by the author as follows: (1) It is best to have intrinsic motivation within the agency remains to be maximized and employees should provide a good working environment and have an attitude of tolerance among co-workers. If intrinsic motivation has been overcome then employees can improve and maintain performance for the agency. (2) Every agency should have an organizational culture to show the unique characteristics of the company itself that differentiate it from other agencies, apart from that it can also be used to increase employee productivity. (3) In improving and maintaining the work discipline of employees in the Jakarta BKN Personnel Bureau, every Head of Center and Heads of Sections should tighten supervision or reprimand firmly for employees in their respective environments, and it would be good if there was a reward and punishment system for employees who have good and bad discipline so that it can improve employee performance.

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