THE INFLUENCE OF WORK MOTIVATION, COMMUNICATION AND ORGANIZATIONAL STRUCTURE ON ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN BAPPEDA, SOUTH BARITO REGENCY

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Abstract

This study aims to determine and analyze the effect of work motivation, communication and organizational structure on organizational culture and employee performance at Bappeda, South Barito Regency. The research object is the employees at Bappeda South Barito Regency, as many as 83 employees consisting of 47 civil servants and 36 non-civil servants. Determination of the sample in this study using saturated samples, where the population as well as samples. The independent variables in this study are Work Motivation, Communication and Organizational Structure, Organizational Culture as an influencing variable, while the dependent variable is Employee Performance. The analysis technique used is the path analysis equation analysis. The path analysis equation shows that the path coefficient is varied, based on the results of the analysis, it can be concluded that most of the independent variables studied have a significant effect on the dependent variable. The results showed that: (1) Work motivation has a positive and significant effect on organizational culture variables. (2) Communication has a negative and significant effect on Organizational Culture variables. (3) Organizational structure has a positive and significant effect on Organizational Culture. (4) Work Motivation has no significant effect on Employee Performance variables. (5) Communication has a positive and significant effect on Performance variables. Employees. (6) Organizational Structure has a positive and significant effect on Employee Performance. (7) Organizational culture has a negative and insignificant effect on employee performance variables, employees at Bappeda, South Barito Regency.

Keywords : Work Motivation, Communication, Organizational Structure on Organizational Culture, and Employee Performance.

1.   Introduction

In today's era of globalization, one of the major challenges faced is how to present professional human resources, have a high work ethic, competitive advantage, and the ability to hold fast to carrying out their duties and functions (Muliawaty, 2019). In order for the basic functions of management and operational functions to be carried out properly, there must be harmonious cooperation between leaders and employees to support the process of achieving agency goals, namely improving performance (Hendriyani, 2016). An agency's goal can determine the weight of the task, and can also be used as a basis for compiling job specifications and various types of job structures in the agency. Organizational leaders are required to be able to see various problems in the short and long term that are oriented towards the role of HR. These demands are expected to spur the organization to review the internal organization, especially the position of human resources who occupy positions in the organizational structure in order to further optimize employee performance and organizational performance.

As mandated by Law Number 25 of 2004 concerning the National Development Planning System, it is stipulated that the National Development Planning System is a unified development planning procedure to produce long-term, medium-term, and annual development plans implemented by elements of government administration at the central and regional levels by involving the community Simanjuntak & Silitonga (2020). The National Development Planning System in this Law includes five approaches in the entire planning series, namely: political; technocratic; participatory; top -*down* ; and bottom -*up* (Hasan. 2018).

Yusuf Palgunanto, Suparno & Achmad Dwityanto (2010) said that Performance is the level of employee work results in achieving the job requirements given, in other words, performance is the employee's work results both in terms of quality and quantity based on predetermined work standards .

Bappeda of South Barito Regency as an institution responsible for regional development plans and development in South Barito Regency must prepare long-term plans and strategic plans for regional progress and development, employees are the main factor as people who drive other resources so that they are useful for regional development. The development of employee behavior as state civil servants into an organizational culture experiences various obstacles in its implementation because the concept is newly developing, conflicts of interest, requires a lot of energy and time, high commitment, as a crucial part in implementing organizational culture in addition to organizational culture in this decade as a new part. A strong organizational culture is also a strong tool to guide behavior that helps employees do their jobs better, especially in two things, namely a strong culture is a system of informal rules that explain how people behave most of their time and a strong culture also allows employees to work better. In addition to the above to achieve what has become the goal of the organization, the performance of employees or members of the organization must be considered so that they are always in a high position. The implementation of organizational culture is also a description of the work discipline of employees, organizational culture requires obedience to the system that has been set and must be followed with discipline and order. With a strong motivation to implement organizational culture, in Bappeda South Barito Regency will make a comfortable workplace and become a conducive work environment to support and carry out duties as a state civil apparatus so that it will provide good performance.

SKP of employees of the Regional Development Planning Agency of South Barito Regency in improving the work performance of the State Civil Apparatus, there are 5 (five) employees who obtained a score in the very good category or 6% and the average employee showed good results or 94%, employees with a score below 80.00 as many as 6 (six) people or 7%, if seen from the percentage, the figure of 7% is very small, but this is the focus of a separate discussion for researchers. When an employee does not work effectively, automatically other employees are expected to help the employee. In fact, other employees can use the time to do other things that are more important or crucial. In other words, this employee has actually slowed down the team's work process so that the work dynamics are disrupted. In addition, if other employees are asked to do work that is not actually their responsibility but the salary remains the same, they may feel overworked . Not only does it cause feelings of being unappreciated, it also has the potential to cause conflict and most importantly, the organization's goals will not be achieved. This problem will have a big impact if it does not get special attention from the leadership in general and for leaders to be able to provide the best for employees in order to achieve a value in the good category and it is not impossible to achieve a very good value, with attention from the leadership to improve the performance of their subordinates, the organization's goals can be achieved. Performance measurement is assessing the work done by Bappeda Employees of South Barito Regency in improving the work performance of the State Civil Apparatus. Measurement is a process that is carried out repeatedly and continues continuously. Performance appraisal is a periodic opportunity for communication between the person assigning the work and the person doing it to discuss what they expect from each other and how far these expectations are met. Therefore, the SKP and PNS Work Behavior values achieved are expected to be a motivator to make employees responsible for achieving them.

Formulation Problem

Referring to the background of the problem, the formulation of the research problem is as follows:

1. Does the Work Motivation variable have a significant influence on Organizational Culture at the Bappeda of South Barito Regency?
2. Does the Communication variable have a significant influence on Organizational Culture at the Bappeda of South Barito Regency?

3. Does the Organizational Structure variable have a significant influence on Organizational Culture at the Bappeda of South Barito Regency?
4. Does the Work Motivation variable have a significant effect on Employee Performance at the Bappeda of South Barito Regency?
5. Does the Communication variable have a significant influence on Employee Performance at the Bappeda of South Barito Regency?
6. Does the Organizational Structure variable have a significant effect on Employee Performance at the Bappeda of South Barito Regency?
7. Does the Organizational Culture variable have a significant influence on Employee Performance at the Bappeda of South Barito Regency?

Research Objectives

In this research, the purpose and objectives of the research are as follows:

1. To determine and analyze the influence of Work Motivation on Organizational Culture at Bappeda, South Barito Regency.
2. To determine and analyze the influence of communication on organizational culture at the Bappeda of South Barito Regency.
3. To determine and analyze the influence of Organizational Structure on Organizational Culture at Bappeda South Barito Regency.
4. To determine and analyze the influence of Work Motivation on Employee Performance at Bappeda, South Barito Regency.
5. To determine and analyze the influence of communication on employee performance at the Bappeda of South Barito Regency.
6. To determine and analyze the influence of Organizational Structure on Employee Performance at Bappeda, South Barito Regency.
7. To find out and analyze the influence of Organizational Culture on Employee Performance at Bappeda South Barito Regency.

Literature Review

Employee Performance

According to Hasibuan (2007) "employee or employee performance is a work result achieved by someone in carrying out the tasks assigned to him based on his skills, experience, and sincerity and time". More firmly according to Gomes (2000), that "employee performance is an expression such as output, efficiency and effectiveness are often associated with productivity". Furthermore, employee performance according to Mangkunegara (2005) is "the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". From this definition, it can be concluded that employee performance is the work result achieved by employees based on the skills, experience, and sincerity in working on the employee. Work skills ensure that competent employees can be promoted and deserve different awards from new employees.

Organizational Culture

Schein (2002) said that "organizational culture is a form of assumption that is owned, implicitly accepted by a group and determines how the group feels, thinks, and reacts to diverse environments". Schein's definition views organizational culture as a pattern of basic assumptions that are understood together in an organization, especially in solving problems faced. These patterns become something definite and are socialized to new members of the organization. Schein also stated that organizational culture is a system of spreading beliefs and values that develop in an organization and direct the behavior of its members. Organizational culture can be a major competitive advantage if the organizational culture supports the organization's strategy and can straighten out environmental challenges quickly. Djokosantoso (2003) stated that "corporate culture or management culture or also known as work culture are dominant values that are spread in the organization and referred to as the employee's work philosophy".

Motivation

Motives are often interpreted as drives. Wexley & Yukl (1977), "work motivation is a drive that arises from within the individual that creates enthusiasm and work drive". Abraham Maslow (1958), stated that a person's motivation process gradually follows the fulfillment of needs, from the most basic needs to the most complex needs. Physiological needs are basic needs, which are primary and vital, which concern biological functions such as clothing, food and shelter, physical health and others. The need for security and protection, such as guaranteed security, protected from danger and threats of disease, war, poverty, hunger, unfair treatment, and so on. Social needs, including the need to be loved, to be considered as an individual, to be recognized as a member of a group, and so on. The need for appreciation, including the need to be appreciated for achievements, abilities, position, rank, and so on. The need for self-actualization, such as the need to increase one's potential, maximum self-development, creativity, self-expression, and so on. The highest need according to Maslow is the transcendent need, namely the need to behave nobly, to give meaning to others, to others, to nature, and so on.

Communication

Communication in an organization that occurs between members of the organization will provide a conducive or unpleasant working atmosphere for members of the organization or employees, this will be lost or minimal, if the organization has a good communication model in the organization, because communication is one of the important media in forming harmonious relationships between members of the organization. "Communication that occurs in the organization is a fundamental mechanism between members of the organization that can show disappointment and satisfaction among members of the organization, therefore communication broadcasts emotional expressions of feelings and fulfillment of social needs", Robbins (2006). Members of the organization absolutely need to communicate with each other and it is not an exaggeration to say that the function of communication is a medium for creating and integrating a work atmosphere with the activities of members of the organization. Thus it can be said that communication in all its aspects is very important to get attention from all members of the organization from the highest level to the lowest level because through communication harmonious cooperation and a pleasant working atmosphere are formed for all members of the organization. According to Dennis Murphy in Khaerul Umam (2019), communication is the entire process used to reach the thoughts of others ".

Organizational Structure

Organizational structure defines how work tasks are divided, grouped and formally coordinated. "Elements of organizational structure include job specialization, departmentalization and formalization" (Robbins 2006). While the organization as a collection of various individuals who have different goals with the goals of the organization itself, will absolutely be influenced by the behavior of individuals in the organization and external parties. Every organization has a clear goal, by using members of the organization these goals will be achieved. The correct view of the organization requires a fairly broad study and has a strong foundation because the organization has various aspects in business activities because the organization is a tool to achieve goals (Samsuni, 2017). More broadly explained, that the organization is a consciously coordinated social entity, with a relatively identifiable boundary and works continuously to achieve common goals (Aditama, 2020). Social unity, meaning a unit consisting of people or groups interacting with each other, because the organization is a social unit, the interaction patterns of its members must be balanced and critical tasks have been completed. Relatively identifiable boundaries , boundaries can change over time and are not always clear, but a real boundary must exist so that we can distinguish between members and non-members (Yuliana, 2012). Organizational Structure recognizes the need to formally coordinate the interaction patterns of its members and the organizational structure determines how tasks will be divided, who reports to whom and the formal coordination mechanisms and interaction patterns that will be followed (Wijaya, 2017).

Hypothesis

Based on the theoretical basis that has been described, previous research and the conceptual framework of the research, in relation to the research in accordance with the variables discussed in the literature review, the following hypothesis is proposed:

H1: The Motivation variable (X1) has a significant influence on Organizational Culture (Z) at the Bappeda of South Barito Regency.

H2: The Communication Variable (X2) has a significant influence on Organizational Culture (Z) at the Bappeda of South Barito Regency.

H3: The Organizational Structure variable (X3) has a significant influence on Organizational Culture (Z) at the Bappeda of South Barito Regency.

H4: The Motivation Variable (X1) has a significant effect on Employee Performance (Y) at the Bappeda of South Barito Regency.

H5: Communication variable (X2) has a significant influence on Employee Performance (Y) at Bappeda South Barito Regency.

H6: The Organizational Structure variable (X3) has a significant effect on Employee Performance (Y) at the Bappeda of South Barito Regency.

H7: The Organizational Culture variable (Z) has a significant influence on Employee Performance (Y) at the Bappeda of South Barito Regency.

2.   Research Methods

The method used in this study is the explanatory method, because this study uses two variables. The explanatory method is a research method that describes two variables studied, namely the independent variable and the dependent variable which then explains the relationship or influence of the two variables. Singarimbun & Effendi (1995) said about the explanatory method, namely: "If the researcher explains the relationship or causal influence between variables through hypothesis testing, it is called explanatory research . "

Data Types

The types of data from this study are primary data and secondary data. The data obtained are also in the form of quantitative data and qualitative data. Quantitative data, namely data in the form of numbers and presented in the form of tables for mathematical and statistical calculations. Qualitative data, namely data that is in the form of information based on a theoretical approach and logical thinking.

Data source

The data sources in the study were obtained from respondents collected directly by researchers through distributing questionnaires to respondents. Secondary data were obtained from internal data at the Bappeda of South Barito Regency, as well as literature related to the research topic. Secondary data is data obtained in a processed form, such as agency documents, literature books, journals and other data sources.

Population and Sample

Population is a generalized area consisting of from on object or the subject that have quality and characteristics certain conditions set by researchers For studied and then withdrawn in conclusion. Population No object only , but including people and other creatures Population No just the amount of the object / subject being studied but covering all over characteristics / traits possessed object / subject That . In this study, the research population was civil servants and non-civil servants who were active in the Bappeda of South Barito Regency, totaling 83 (eighty-three) employees who were considered the research population.

The sample in this study was based on a saturated sample or census because the population size was sufficient to be considered a sample (Sugiyono, 2004) so that with a population of 83 (eighty-three) respondents, a sample of 83 samples was obtained, meaning that this study used a saturated sample.

Data collection technique

1. Instruments used in study This in the form of questionnaire structured containing statement that must be filled in by respondents .

2. The instrument in this study is a questionnaire using a Likert scale which is used to measure attitudes, opinions and perceptions of people or groups about social events or phenomena. By using a Likert scale, the variables to be measured are described with indicators, then the indicators are measured and used as a starting point for compiling research instrument items in the form of questions or statements. "The answer to each instrument item using a Likert scale has a gradation from very positive to very negative" (Sugiyono, 2004) for example very agree to very disagree.

Data Analysis Techniques

Data analysis in the study used Path analysis with the application of the PLS (*Partial Least Square) program* version 3.0 M3. PLS was first developed by Wold as a general method for estimating path models using latent constructs with multiple indicators. PLS is a powerful *factor indeterminacy* analysis method , therefore it does not assume that data must be measured on a certain scale, and the number of samples is small. PLS can also be used to confirm theories.

3.   Result And Discussion

characteristics based on gender are mostly male, which is 50 people (60.2%) compared to female, which is 33 people (39.8%). Based on respondents' education, they are high school/vocational high school graduates, which are 41 people (49.4%), bachelor's degree graduates, which are 27 people (32.5%) and master's degree graduates, which are 11 people (13.3%). Current job, civil servants, which are 47 people (56.6%) and non-civil servants, which are 36 people (43.4%). Respondents' age, which is between 20 to 35 years old, which is 40 people (48.2%), those between 36 to 50 years old, which is 38 people (45.8%), and those over 51 years old, which is 5 people (6%). So it can be concluded that most respondents are between 20 to 35 years old. Respondents are relatively mature 20-35 years old, so researchers can be sure that respondents can understand the purpose of the questionnaire so that they can provide answers according to what they experience, feel and perceive . Likewise, with a relatively high level of education, their basic ability to understand and interpret questionnaire statements will produce quality answers and of course this is also inseparable from the work experience of the respondents.

Analysis of Research Results

Cronbach's Alpha Output

No	Variables	Cronbach's Alpha
1	Motivation (X1)	0.965
2	Communication (X2)	0.971
3	Organizational Structure (X3)	0.936
4	Organizational Culture (Z)	0.964
5	Employee Performance (Y)	0.951

Inner Model **(Structural Model)**

The structural model or inner model is evaluated by looking at the percentage of explained variance, namely by looking at R2 ^{for} the dependent latent construct. by using *the Stone-Geisser Q Square test* measures and also looking at the structural path coefficients.

R-Square

	R Square
Culture Organization (Z)	0.98 2
Employee Performance (Y)	0.9 36

Path Coefficient

To see the significance of the influence of Work Motivation, Communication and organizational structure on Organizational Culture and its impact on Employee Performance, namely by looking at the parameter coefficient value and the significance value of t statistics. *SmartPLS output results* using *calculate-PLS Bootstrapping*

	Original Sample	P Values

X1 -> Z	0.836	0.000
X2 -> Z	-0.192	0.000
X3 -> Z	0.345	0.000
X1 -> Y	0.210	0.518
X2 -> Y	0.423	0.018
X3 -> Y	0.705	0.000
Z -> Y	-0.350	0.144

Discussion of Research Results

1. The influence of work motivation variables on Organizational Culture at the Bappeda of South Barito Regency.
    The influence of the work motivation variable (X1) on organizational culture (Z) shows a path coefficient value of 0.836 with a significance value of 0.000 which is smaller than the 0.05 level, thus the work motivation variable has a positive and significant influence on the organizational culture variable, thus hypothesis 1 is accepted. This means that increasing work motivation will improve organizational culture or the more effective work motivation will make the organizational culture more conducive.

2. The Influence of Communication Variables on Organizational Culture at Bappeda South Barito Regency .
    The influence of the Communication Variable (X2) on Organizational Culture (Z) shows a coefficient value of -0.192 with a significance value of 0.000 which is smaller than the real level of 0.05, thus the Communication variable has a negative and significant influence on the Organizational Culture variable, thus hypothesis 2 is rejected. This means that increasing communication will reduce organizational culture or that more effective communication will make organizational culture less conducive.

3. The Influence of Organizational Structure on Organizational Culture at the Bappeda of South Barito Regency.
    The influence of the organizational structure variable (X3) on organizational culture (Z) shows a coefficient value of 0.345 with a significance value of 0.000 which is greater than the real level of 0.05, thus the organizational structure variable has a positive and significant influence on the organizational culture variable, thus hypothesis 3 is accepted. This means that the organizational structure as a formal organizational framework within which work tasks are divided, grouped and coordinated appropriately will create a good organizational culture or the more effective the organizational structure will make the organizational culture more conducive.

4. The Influence of Work Motivation on Employee Performance at Bappeda, South Barito Regency.
    The work motivation variable (X1) on employee performance (Y) shows a coefficient value of 0.210 with a significance value of 0.518 which is greater than the 0.05 level, thus the work motivation variable does not have a significant effect on the employee performance variable, thus hypothesis 4 is not proven and is rejected. This means that increasing work motivation will also increase employee performance, but not significantly, or that increasing work motivation will improve employee performance, but will not have a significant impact.

5. The Influence of Communication on Employee Performance at Bappeda, South Barito Regency.
    The influence of the Communication Variable (X2) on the Employee Performance variable (Y) shows a coefficient value of 0.423 with a significance value of 0.018 which is smaller than the 0.05 level, thus the Communication variable has a significant influence on the Employee Performance variable, thus hypothesis 5 is accepted. This means that more effective communication will improve employee performance or better communication will increase employee performance.

6. The Influence of Organizational Structure on Employee Performance at Bappeda, South Barito Regency.
    The influence of the organizational structure variable (X3) on the employee performance variable (Y) shows a coefficient value of 0.705 with a significance value of 0.000 which is smaller than the real level of 0.05, thus the organizational structure variable has a positive and significant

influence on the employee performance variable, thus hypothesis 6 is accepted. This means that the more effective the organizational structure will improve employee performance or the more selective the organizational structure will make employee performance more conducive.

7. The Influence of Organizational Culture on Employee Performance at Bappeda, South Barito Regency.

The Organizational Culture variable (Z) on the Employee Performance variable (Y) shows a coefficient value of -0.350 with a significance value of 0.144 which is greater than the real level of 0.05, thus the Organizational Culture variable has a negative and insignificant effect on the Employee Performance variable, thus hypothesis 7 is rejected. This means that increasing organizational culture will not affect employee performance or that increasing organizational culture will affect employee performance.

4.   Conclusion

Based on the results of the research and discussion, the following are the conclusions of this research: The work motivation variable has a positive and significant effect on Organizational Culture at the Bappeda of South Barito Regency. Communication variables have a negative and significant effect on Organizational Culture at Bappeda South Barito Regency. The organizational structure variable has a positive and significant influence on organizational culture at the Bappeda of South Barito Regency. The work motivation variable does not have a significant effect on employee performance at the Bappeda of South Barito Regency. Communication variables have a positive and significant effect on Employee Performance variables at the Bappeda of South Barito Regency. The Organizational Structure variable has a positive and significant effect on the Employee Performance variable at the Bappeda of South Barito Regency. Organizational culture has a negative and insignificant effect on the Employee Performance variable at the Bappeda of South Barito Regency.

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