

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. PLN (PERSERO) MAIN UNIT, EAST NUSA TENGGARA REGION

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Abstract:

This study aims to explain how PT. PLN (Persero) UIW NTT employees perceive organizational culture, work motivation, and performance; determine whether organizational culture influences PT. PLN (Persero) UIW NTT employees' performance; determine whether work motivation influences PT. PLN (Persero) UIW NTT employees' performance, and explain the simultaneous influence of organizational culture and work motivation on performance. This study, which uses 89 PT. PLN (Persero) UIW NTT employees as samples are categorized as quantitative. This study employed observation, questionnaires, interviews, and documentation as data gathering methods. Data analysis used descriptive analysis approaches, multiple linear statistical analysis, and hypothesis testing. The study's findings demonstrate that PT. The organizational culture variable significantly and favorably impacts PLN (Persero) UIW NTT employees' performance. In the meantime, PT. PLN (Persero) UIW NTT employees' performance was determined to be positively and significantly impacted by the partial test of work motivation. PT. PLN (Persero) UIW NTT employees' performance is positive and significantly impacted by the variables of work motivation and culture concurrently.

Keywords: Organizational Culture, Work Motivation, Employee Performance

INTRODUCTION

The current level of global competition demands organizational agility in optimizing employee performance to achieve organizational goals. Effective human resource management is undoubtedly important for achieving high productivity within an organization. A successful company amidst increasingly complex competition is a representation of a business world that operates in accordance with the direction of developments and is able to adapt to constantly changing situations. The role of human resources is a key indicator of business success. Employees as human resources have a role that cannot be replaced by machines and technology (Abdullah, 2017). Therefore, the availability of employees as resources plays an important part in a business's development.

According to Hessel (2007), factors influencing employee performance include work motivation and organizational culture. Employee motivation in the workplace is crucial for a business, as low motivation inevitably leads to poor performance. In this regard, work motivation is a key indicator for achieving maximum performance. A previous study by Suharto and Cahyono (2005) stated that motivation and organizational culture influence performance.

PT. PLN (Persero) UIW East Nusa Tenggara is a state-owned enterprise (BUMN) operating under the Indonesian government. PT PLN (Persero) is a holding company specializing in the electricity sector. The current national electricity supply is largely the result of the management and



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performance of the State Electricity Company (PLN), which is the sole industry responsible for all of Indonesia's electricity supply, from upstream to downstream.

There are several cultures implemented at PT. PLN (Persero) UIW NTT, including the AKHLAK culture (trustworthy, competent, harmonious, loyal, adaptive, and collaborative), the 5R culture (Concise, Neat, Clean, maintain, Diligent), and the Code of Conduct (CoC)/behavioral and ethical guidelines. Based on observations conducted by researchers at PT. PLN (Persero) UIW NTT found that the application of the AKHLAK cultures has not been properly implemented. In this case, related to Trustworthiness, there are still workers who disregard the working hours regulations, such as exceeding the time set by the company during lunch breaks and coming late to work. Then, in the Adaptive culture, there are employees who find it difficult to innovate because the motivation factor in these employees is very low. Then, the implementation of the 5R values in PT. PLN (Persero) UIW NTT has also not been fully implemented well. For example, related to the Neat culture, there are still employees who do not care about maintaining neatness in the workspace.

Regarding the Clean culture, when they go home from work, some employees nevertheless leave their workstations unclean. Furthermore, regarding the implementation of the Code of Conduct culture, employees are still found to be not participating in these activities and preferring to remain in their workspaces. It undoubtedly hinders management's efforts to implement, cultivate, and instill organizational values in existing employees.

Employee Performance. According to Mangkunegara (2000:22), employee performance is the quantity and quality of work completed by employees in carrying out their duties. Meanwhile, Robbins (2003) defines performance as work results that have a strong relationship with the organization's strategic goals, customer satisfaction, and economic contribution. It is interpreted as a result of the interplay between aptitude and drive. Mangkunegara (2009:75) explains several performance measurement indicators, namely: (1) Quality, (2) Quantity, (3) Task implementation, (4) Responsibility.

Organizational Culture. The shared meaning (perception) of an organization that distinguishes it from other organizations is known as organizational culture (Robbins, 2015:256). It is because a company's culture will naturally have work activity patterns, regulations, and habits that differ from those of other companies. Helreigel, D., and J.W. Slocml (2004) define organizational culture as an integrated combination of philosophy, ideology, norms, beliefs, assumptions, expectations, behaviors, and rules. It is the perceived climate within an organization that guides the physical layout and the ways in which members interact with customers and external parties. According to Schein (1992:11), organizational culture is the fundamental assumptions and values held by members of a group or organization. Robbins and Judge (2012:512) identify seven main characteristics that summarize organizational culture: (1) Innovation and risk-taking, (2) pay attention to details, (3) orientation of results, (4) Orientation for people, (5) Orientation to the team, (6) aggressiveness, (7) Stability.

Work Motivation. According to Suparno Eko Widodo, motivation is an internal personal force that drives a person to act in a certain way (Widodo, 2015:187). Johns (1992:166) defines motivation as an extension of hard work in achieving goals, such as productivity, attendance, or creative work behavior. In the current context, motivation represents a psychological process that produces persistence, focus, and perseverance in deliberate action toward a goal (Kreitner and Angelo, 2014:212). According to Fremot and Rosenzweig (1990), work motivation is the drive that arises from within and outside an employee to carry out a task with a high level of proficiency, utilizing all of their skills and abilities. According to Maslow, motivation is influenced by five basic needs. Among



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these needs are: (1) Physiological. (2) needs for security. (3) needs for social. (4) need for achievement. (5) self-actualization.

METHODS

Research Approach. To test the established hypotheses, the researcher used a quantitative method in this investigation. According to Sugiyono (2015:35), a quantitative method is a research method based on a positivist philosophy, used for research on a specific population or sample, data collection using research instruments, and quantitative or statistical data analysis.

Population and Sample. The study was carried out at PT. PLN (Persero) UIW NTT, located at Jl. Piet A. Tallo No. 101, Oesapa Barat Subdistrict, Kelapa Lima District, Kupang City. The population at PT. PLN (Persero) UIW NTT has 113 employees. Using the Slovin formula, non-probability sampling (purposive sampling) was the method employed with a 5% accuracy rate. It resulted in a sample of 89 employees.

Data Analysis Techniques. Researchers employ a variety of data analysis techniques, such as descriptive statistic analysis, multiple linear regression analysis, and hypothesis testing, which includes t-tests, F tests, and coefficient determination (R²).

RESULT AND DISCUSSION

Validity Test.

Table 1. Validity Test Result

| Name Variable | Number of Items | R-value calculation | Limit Value & Status |
|-----------------------------|-----------------|---------------------|----------------------|
| Organizational Culture (X1) | X1.1 | 0.631 | 0.30 (Valid) |
| | X1.2 | 0.660 | 0.30 (Valid) |
| | X1.3 | 0.451 | 0.30 (Valid) |
| | X1.4 | 0.594 | 0.30 (Valid) |
| | X1.5 | 0.536 | 0.30 (Valid) |
| | X1.6 | 0.490 | 0.30 (Valid) |
| | X1.7 | 0.539 | 0.30 (Valid) |
| | X1.8 | 0.453 | 0.30 (Valid) |
| | X1.9 | 0.527 | 0.30 (Valid) |
| | X1.10 | 0.478 | 0.30 (Valid) |
| | X1.11 | 0.524 | 0.30 (Valid) |
| | X1.12 | 0.606 | 0.30 (Valid) |
| | X1.13 | 0.616 | 0.30 (Valid) |
| | X1.14 | 0.627 | 0.30 (Valid) |
| Work Motivation (X2) | X2.1 | 0.621 | 0.30 (Valid) |
| | X2.2 | 0.582 | 0.30 (Valid) |
| | X2.3 | 0.682 | 0.30 (Valid) |
| | X2.4 | 0.608 | 0.30 (Valid) |
| | X2.5 | 0.562 | 0.30 (Valid) |
| | X2.6 | 0.570 | 0.30 (Valid) |
| | X2.7 | 0.590 | 0.30 (Valid) |
| | X2.8 | 0.676 | 0.30 (Valid) |
| | X2.9 | 0.583 | 0.30 (Valid) |
| X2.10 | 0.657 | 0.30 (Valid) | |



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| | | | |
|-------------|----|-------|---------------|
| | Y1 | 0.723 | 0.30 (Valid) |
| | Y2 | 0.737 | 0.30 (Valid) |
| Employee | Y3 | 0.780 | 0.30 (valid) |
| Performance | Y4 | 0.736 | 0.30 (Valid) |
| (Y) | Y5 | 0.751 | 0.30 (Valid) |
| | Y6 | 0.686 | 0.30 (Valid) |
| | Y7 | 0.773 | 0.30 (Valid) |
| | Y8 | 0.731 | 0.30 (Valid) |

Source: processed data 2025

Reliability Test.

Table 2. Reliability Test Result

| No | Variable | Cronbach's alpha | Criteria | Information |
|----|-----------------------------|------------------|----------|-------------|
| 1 | Organizational culture (X1) | 0,814 | 0,60 | Reliable |
| 2 | Work motivation (X2) | 0,810 | 0,60 | Reliable |
| 3 | Employee performance (Y) | 0,880 | 0,60 | Reliable |

Source: processed data 2025

Multiple Linear Regression Statistical Analysis.

Table 3. Results of Multiple Linear Regression Statistical Testing

| Coefficients ^a | | | | | | |
|---------------------------|------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| | (constant) | 8,193 | 3,935 | | 2,082 | ,040 |
| 1 | Organizational Culture | ,315 | ,070 | ,456 | 4,496 | ,000 |
| | Work Motivation | ,192 | ,091 | ,215 | 2,118 | ,037 |

a. Dependent Variable: Employee performance

Source: processed data 2025

Table 3 shows the multiple linear regression equation's outcomes, which are:

$$Y = 8,193 + 0,315X_1 + 0,192X_2$$

The following conclusions can be made based on the equation above, which somewhat illustrates the relationship between the variables:

- 1) The constant 8.193, meaning that if the organizational culture the employee performance variable will stay at 8.193 if the Work Motivation variables stay at zero or unaltered.
- 2) The Organizational Culture coefficient (X1) is 0.315. It indicates how employee performance at PT. PLN (Persero) UIW NTT is positively influenced by organizational culture. In other words, if work motivation (X2) remains the same or unchanged, every unit increase in organizational culture will result in a 0.315 increase in employee performance.
- 3) Employee performance is a PT. PLN (Persero) UIW NTT is positively impacted by work motivation, as indicated by the coefficient of the work motivation variable (X2), which is 0.192.



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Put another way, if the underlying organizational culture stays the same, A one unit increase in work motivation will translate into a 0.192 increase in employee performance.

Hypothesis Testing, t-Test (Partial). According to Table 3 above, it can be described as follows:

- 1) Organizational Culture's (X1) Effect on Employee Performance (X1). The organizational culture variable's t-test findings are displayed in Table 3, which also yields a t-table value of 1.987 and a computed t-value of 4.496 at a significant level of 0.000. The computed t-value is higher than the t-table value, as this illustrates. As a result, the first hypothesis is that organizational culture at PT. PLN (Persero) UIW NTT has a large and partial impact on employee performance, which is accepted.
- 2) The impact of work motivation (X2) on employee performance (Y). With a significance threshold of 0.037, the t value calculated for the Work Motivation variable is 2.118 through the test findings displayed in Table 3 above. The estimated t-value is greater than the t-table value (2.118 > 1.987), but the significance level is lower than the alpha value (0.05 > 0.037), because the t-table value is only 1.987. Therefore, hypothesis 2 can be accepted because work motivation (X2) is said to have a positive and significant impact on employee performance (Y) at PT. PLN (Persero) UIW NTT.

F-Test (Simultaneous).

Table 4. F-Test Results

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 373,520 | 2 | 187,760 | 23,819 | ,000b |
| | Residual | 674,300 | 86 | 7,841 | | |
| | Total | 1047,820 | 88 | | | |

a. Dependent Variable: employee performance

b. Predictors: (Constant), work motivation, organizational culture

Source: processed data 2025

Table 4 above demonstrates how the simultaneous test results show a significance level of 0.000 and an F-value of 23.819. However, the f-value is only 3.10. Furthermore, the significance value is below the alpha of 0.05, and the f-value, 23.819 > 3.10, is greater than the f-value. Therefore, the conclusion is that corporate culture and work motivation simultaneously have a significant positive influence on employee performance. Therefore, Hypothesis 3 is accepted. These results indicate that the regression model used in this study has a good level of feasibility in explaining employee performance variables because statistically, these figures can make a significant contribution to performance improvement.

Coefficient Determinations (R2) Test.

Table 5. Results of the Coefficient of Determination Test

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | ,597 ^a | ,356 | ,342 | 2,800 |

a. Predictors: (Constant), work motivation, organizational culture

Source: processed data 2025



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According to Table 5, the coefficient of determination (R^2) is reported to be 0.342, meaning that if expressed as a percentage, it becomes 34.2% (quite strong) of the performance of PT. PLN UIW NTT employees are influenced by organizational culture and employee work motivation. Meanwhile, 65.8% is described by other variables that this study does not explain. These other variables include mental attitude (work discipline, work ethic), education, skills, income level, discipline, communication, facilities and infrastructure, and opportunities for achievement (Sedarmayanti, 2001:65). These findings indicate that although organizational culture and work motivation contribute to improving employee performance, they are not the only determining indicators of performance.

CONCLUSION

Considering the researcher's findings, "The Influence of Organizational Culture and Work Motivation on Employee Performance at PT. PLN (Persero) UIW NTT," as well as the findings from the analytical tests The researcher's findings allow for the following conclusions:

- 1) The results of PT. PLN UIW NTT's descriptive analysis of organizational culture variables falls into the "good" category. Meanwhile, Results from PT. PLN (Persero) UIW NTT's descriptive analysis of variables pertaining to worker motivation and performance was excellent.
- 2) Partially, organizational culture has a positiv favorable and noteworthy impact on PT. PLN (Persero) UIW NTT employees' performance.
- 3) Partially, work motivation has a significant positive influence on employee performance at PT. PLN (Persero) UIW NTT.
- 4) The performance of PT. PLN (Persero) UIW NTT employees are simultaneously significantly and positively influenced by the organization's culture and workmotivation.

Recommendations

- 1) The organizational culture at PT. PLN (Persero) UIW NTT is in the good category, but there are still several indicators that are lacking and need further improvement, particularly the third indicator, results-oriented. Continuously improving this indicator will strengthen the organizational culture at PT PLN UIW NTT. Through this method, the company's objectives can be met.
- 2) Although the research results indicate that motivation is in the very good category, the management of PT. PLN (Persero) UIW NTT needs further improvement in the fourth indicator, namely the need for recognition, especially regarding recognition from superiors and coworkers.
- 3) As previously explained, the Employee Performance variable has a very good score. However, further improvement is needed in the third indicator, namely the implementation of work-related tasks that must be completed in accordance with leadership directives.
- 4) To find the absolute truth about this subject, future researchers are expected to be able to examine performance more precisely and comprehensively, but in relation to other variables such as mental attitude (work discipline, work ethics), education, skills, income level, discipline, communication, facilities and infrastructure, and opportunities for achievement.

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