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by Charles Bhohlen Purba

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The Influence of Work Motivation, Organizational Culture and Career Development on Employee Performance in PT. Titis Sampurna Inspection

Charles Bohlen Purba^{1*}, Putu Nopa Gunawan²

¹Lecture of Magister Management Program, Universitas Mercu Buana (UMB), Jakarta, Indonesia

²Student of Magister Management Program, Universitas Mercu Buana (UMB), Jakarta, Indonesia

*Corresponding author

Charles Bohlen Purba

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Abstract: This study aims to determine and analyze the influence of work motivation, organizational culture, and career development either partially or simultaneously on employee performance at PT Titis Sampurna Inspection. The research used quantitative analysis approach, with data collection method through the questionnaire was given to 100 respondents from the total population of 133 employees. The method for data analysis in this study using multiple linear regression analysis. Results of research show that the work motivation, organizational culture, and career development have a positive and significant impact on employee performance, either partially or simultaneously. The result of the research also shows that there is a quite strong correlation between the dimension of social requirement on the variable of work motivation with the dimension of job quality on the variable of employee performance, then between the dimension of person orientation in the variable of organizational culture with the dimension of cooperation ability on the variable of employee performance also have correlation is quite strong, there is also a quite strong correlation between the dimension of mentor and support in the variable of career development with the dimensions of cooperation ability in the variable of employee performance.

Keywords: Work Motivation, Organizational Culture, Career Development, Employee Performance.

INTRODUCTION

Human resources are an asset that is important to any organization or company and can not be ignored its role in achieving company goals. Every company must put human resources as human intellectual capital that has an important role in the organization, especially in achieving the vision and mission that has been established and realize sustainable growth. Given the company's survival depends on good human resources, the organization must be able to create conditions, motivation, corporate culture and career development that can encourage employees to improve their optimal performance.

PT. Titis Sampurna Inspection is one of the companies engaged in the service sector of oil and gas industry (oil and gas). PT Titis Sampurna Inspection was established in 2010 specializing in inspection, certification and project management to support the main business of its holding. Oil and gas sector is one of the mainstays to obtain foreign exchange in the framework of continuity of State development. Until now the role of the oil and gas sector is very important in the Indonesian economy because of its enormous portion in state revenue. In addition, Indonesia's oil and gas reserves are considered to still provide great

potential in the development of businesses engaged in the oil and gas sector, let alone the potential of eastern Indonesia that has not been explored.

Seeing the business potential that is still growing, would provide an even greater opportunity at PT Titis Sampurna Inspection to develop the company. PT Titis Sampurna Inspection in achieving the vision, mission, and goals, certainly not apart from the performance of employees as human resources owned. One of the company's performance indicators can be seen from the realization of the achievement of targets set by the company each year. Data from the finance department stated that the achievement of PT Titis Sampurna Inspection sales target in the last five years always decreased. In 2012, the company is only able to achieve 83% of the sales target set by the company, and decreased the percentage in 2013, 2014 and 2015, with each target achievement of 68%, 58%, and 42%. And finally in 2016, the company is able to achieve the target realization of 93%, but the increase in target achievement target in 2016 due to the company lowered the target by 53% compared to 2015. This indicates a decline in corporate performance globally so research needs to find the problem.

In addition to the decline in the achievement of company targets each year, employee performance

appraisal results also decreases. This is evident from the results of KPI assessment as seen in table 1 below:

Table-1: Result of Employee Performance Appraisal at PT Titis Sampurna Inspection

No	Grade Category	Score	Year		
			2014	2015	2016
1	Very Well	86-100	19%	8%	2%
2	Good	75-85	59%	56%	60%
3	Enough	56-74	19%	31%	31%
4	Less	46-55	3%	6%	7%
5	Less Once	0-45	0%	0%	0%

Source: PT Titis Sampurna Inspection HRD Report (2017)

From table-1 above, it appears that in the last three years there has always been a decline in the percentage of employees whose performance is categorized Very Well by 19% in 2014, down to 8% in 2015, and only 2% in 2016. A percentage is inversely proportional to the employees performance categorized Less are increasingly incremental each year by 3% in 2014, up 6% in 2015 and up to 7% in 2016. This indicates a decrease in the number of employees performing well at PT Titis Sampurna Inspection.

Seeing the problem of performance degradation that occurred in PT Titis Sampurna Inspection, the authors conducted a pre-survey to find out the variables that affect employee performance. Pre-survey conducted on 30 employees by giving a questionnaire that contains some questions. Pre-survey results show that employees are not motivated to do the job maximally, companies are less rewarding to employees' performance, and employees consider their careers not expanding rapidly in the company today. Therefore, it can be concluded that there are three dominant factors or variable that affect employee performance in PT Titis Sampurna Inspection that is work motivation, organizational culture, and career development.

The authors also conducted an interview with Human Resources Development to find more detailed information related to the problem of work motivation that occurred in PT Titis Sampurna Inspection. Based on the results of interviews, there are some indicators of work motivation dimensions that can not be fulfilled by the company or employees, such as no exact date of salary payment to employees, many employees do not apply K3 in doing work at site, and no rewards for employees who have achievements so making the lack of employee motivation to do the job optimally.

Organizational culture is defined as a shared value system, beliefs, and habits in an organization that interacts with formal structures to produce behavioral norms. PT. Titis Sampurna Inspection has four organizational culture values derived from the parent company. The four cultural values are Persistent, Consistent, Prudent and Commit. However, based on

interviews with the Human Resources Development, these four cultural values have not been able to fulfill well by the employees in accordance with the company's expectations.

Career development is defined as the efforts undertaken by organizations in planning their employee career, called career management, among others plan, implement and supervise career. Based on the results of interviews with Human Resources Development, in the last two years the company has not made promotion to the employee. This is related to the inability of employees to meet career standards set by the company.

Based on the problems that occur, then this research is conducted to find out how the influence of work motivation, organizational culture, and career development on employee performance so that company performance can also increase.

46

The purpose of this study are:

- To analyze the effect of work motivation on employee performance in PT Titis Sampurna Inspection,
- To analyze the influence of organizational culture on employee performance in PT Titis Sampurna Inspection,
- To analyze the effect of career development on employee performance in PT Titis Sampurna Inspection, and
- To analyze the influence of work motivation, organizational culture, and career development together (simultaneously) on employee performance in PT Titis Sampurna Inspection.

63

LITERATURE REVIEW

Employee Performance

Employee performance is the result of the behavior of employees who contribute, both positive and negative, to the achievement of organizational goals [1]. Meanwhile, according to Umam [2] performance is the work achieved by the individual in accordance with the role or task within a certain period, which is associated with the size of certain values or standards of organization in which the individual is working. According Mangkunegara [3] performance is the work

of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him.

From the various opinions of experts can be concluded that the performance is a description of the extent to which the success or failure of the organization in carrying out its operations to achieve the targets, goals, objectives, vision, and mission of the organization. In addition, performance also means the quality and quantity of work or individual groups to achieve certain goals. Performance of employees will greatly affect the performance of the company, so that good employee performance will provide good performance also on the company and vice versa, poor employee performance will make poor performance also for the company. Employee performance can be affected by several factors, either within the employee or the factor of the company itself.

Employee performance should be evaluated by the company to know how much they accomplish over a certain period. This evaluation can be done through an assessment of employee performance or performance appraisal. According to Mondy and Martocchio [4], each employee should be evaluated through performance appraisals to find out how well they complete assigned tasks for their job descriptions respectively. This is important because with a performance appraisal everyone will know the extent to which their performance so far will further enhance their motivation for better achievement.

Bangun [5] states that there are 5 dimensions of employee performance, namely: (1) Quantity of work, showing the number of jobs produced by individuals or groups; (2) Quality of work, showing the results of work in accordance with the standards specified; (3) Timeliness; (4) Presence; and (5) Cooperative ability.

Work Motivation

Work motivation is the psychological process that underlies the direction, willingness, perseverance and thought of a person to move to do [6]. Also supported by the opinion of Armstrong and Taylor [7] states that motivation is the strength and direction of behavior and the factors that influence people to behave in a certain way. Then Colquitt *et al.*, [1] defines motivation as a series of energetic powers coming from within and from an employee to start a work-related endeavor and determine the direction of its intensity and persistence. Work motivation is a process that explains the strength (intensity), direction, and persistence a person in an effort to achieve goals [8]. From the various opinions above can be concluded that motivation is the impetus that makes an employee behave and interested in doing work with the maximum or optimal to achieve certain goals. In motivation there are elements that include encouragement, awakening,

directing and maintaining one's intensity to perform a performance.

Hasibuan [9] explains motivational goals: encourages employee morale and morale, improves employee morale and job satisfaction, improves employee productivity, maintains loyalty and stability, improves discipline and lowers employee attendance, creates a better atmosphere and working relationship, enhances creativity and active employee participation, and increased employee responsibility for tasks.

There are several motivational theories of work, one of which needs theory of Abraham Maslow or better known as Maslow's Hierarchy of Needs. According to Abraham Maslow in Gibson *et al.*, [10] and Mangkunegara [3], the dimensions of work motivation consist of: (1) Physiological Needs, physiological needs such as food, drinking, breathing and sexual needs; (2) Safety and security Needs, security needs ie protection needs from threats, hazards and working environment; (3) Belongingness, social, and love (Social Needs), the social need that is the need to be accepted in groups of work units, affected, interacting, and feeling loved and loved; (4) Esteem Needs, the need for self-esteem is the need to be respected, rewarded by others; and (5) Self-actualization Needs, the need for self-actualization, namely the need for self-development and potential, propose ideas, provide judgment, criticism, and achievement. Furthermore, Abraham Maslow argues that adults as subordinates should normally be accomplished at least 85% of their psychological needs, 70% of security needs, 50% social needs, 40% reward needs and 15% self-actualization needs. If not met these things then it could be the occurrence of work conflict experienced by the employee.

Organizational Culture

Organizational culture is a pattern of values, norms, beliefs, attitudes, and assumptions that may not be articulated, but shapes the way people behave and things that can be done [7]. While Colquitt *et al.*, [1] reveal that organizational culture as shared social knowledge in an organization to the rules, norms, and values that shape the attitudes and behavior of its employees. Correspondingly, Mondy and Martocchio [4] define organizational culture as a shared value system, beliefs, and habits in an organization that interacts with formal structures to produce behavioral norms. Meanwhile, according to Robbins [8] organizational culture is a system of sharing the meaning done by members that distinguish an organization with other organizations. So it can be concluded that organizational culture is a value - values, norms, identities, and systems that bind and determine the behavior of every employee in a company. In addition to values, organizational culture can also be used as an identity that differentiates the organization

from other organizations so that the brand image of an organization.

The function of organizational culture according to Robbins [8] is to distinguish between one organization and another, becoming an identity for members of the organization, facilitating the growth of commitment, and enhancing the stability of the social system as a social glue towards organizational integration. While Umam [2] states the function of the organization is: as an identity and adds organizational commitment, organizing tools members, strengthen the values in the organization, and employee behavior control mechanisms.

According to Robbins [8] there are seven organization culture indicators: (1) Innovation and risk taking, employees are encouraged to be innovative and risk-taking; (2) Paying attention to detail, employees are expected to show precision, analysis, and attention to detail; (3) Orientation to results, management focuses on acquisition or outcomes and not on techniques and processes used to achieve them; (4) Orientation to people, management decision-making by considering the effect of outcomes on people in the organization; (5) Team orientation, level of work activity organized in teams rather than individuals; (6) Aggressiveness, members of the organization will be aggressive and competitive; and, (7) Stability, organizational activity emphasizes maintaining a status quo in contrast to growth.

Career Development

A career is a sequence of jobs associated with a job occupied by a person during his lifetime, though not always with the same company [4]. Dessler [11] defines a career as a position of work owned by a person for many years. In achieving the top career, it takes careful career planning and career development by the person himself with assisted by the company where he works. Career development is a staffing activity that helps employees plan their future careers in the company so that the company and its employees can develop themselves to the maximum [3]. Sinambela [12] defines career development as an effort done by the organization in planning the career of its employees, called career management, among others, planning, implementing and supervising career. So it can be concluded career development is a planning process

undertaken by the company to help employees achieve the best career so as to provide motivation to employees to perform better performance by encouraging the achievement of the organization. Career development is done by the company through a career management process whose purpose is to assist employee career achievement.

According to Andrew J. Dubrin in Mangkunegara [3] career development objectives are: a) assisting in the achievement of individual and corporate goals, b) showing employee welfare relations, c) helping employees realize their potential ability, d) strengthening relationships between employees and (e) proving social responsibility, f) reducing employee turnover and costs; g) minimizing professional and managerial obsolescence; h) intensifying the analysis of all employees; and i) activating a long-term thinking.

While the dimensions that affect career development, according to Rivai *et al.*, [13] there are seven factors, namely: (1) Satisfactory work performance; (2) Introduction by other groups; (3) Allegiance to the organization; (4) Advisors and sponsors; (5) Support of subordinates; (6) Opportunity to grow; and, (7) Stop on request and own will.

Previous Research

Research conducted by Irum Shahzadi [14], Hasim Zameer *et al.*, [15], M. Ibrar [16], Padmaja [17] and Sai Ganesh [17], and Reisha [18], concluded that work motivation has a positive and significant effect on employee performance. Further research conducted by Wambugu [19], Evawati and Suharno [20], Abdul Rival and Suharto [21], Agus Arijanto and M. Taufik [22], and Risnita *et al.*, [23] states that organizational culture has a positive and significant influence on employee performance. The research conducted by Retno Rasya [24], Irene and Gachunga [25], and Aaron M.M. *et al.*, [26] states that career development has a positive and significant impact on employee performance.

72

Conceptual Framework

Based on the results of previous theoretical and research studies on the influence of work motivation, organizational culture and career development on employee performance, the researchers developed the following framework:

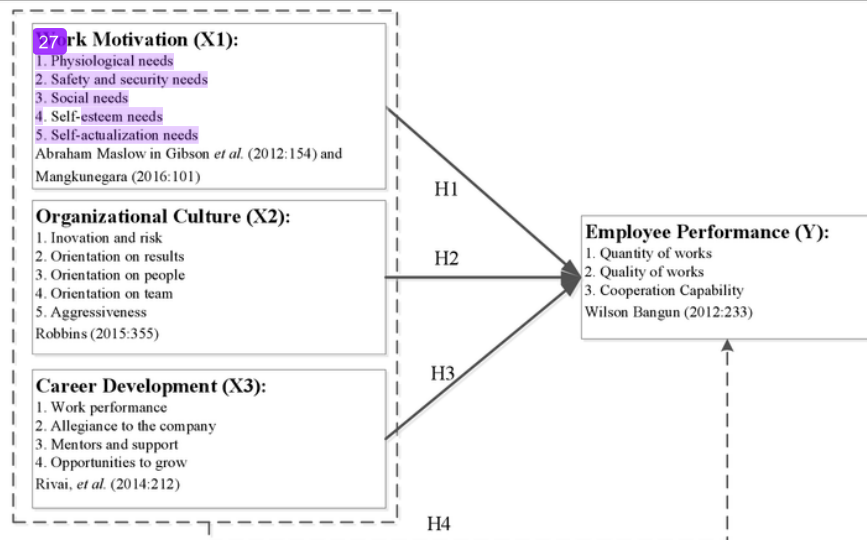


Fig-1: Conceptual Framework

Hypothesis

Based on the problems, study theories and frameworks that have been the show, the authors formulate the following hypothesis:

- H1: Work motivation affects employee performance.
- H2: Organizational culture affects employee performance.
- H3: Career development affects employee performance.
- H4: Work motivation, organizational culture, and career development together have an effect on employee performance.

RESEARCH METHODS

Type of Research Design

This research uses quantitative research method with regression analysis approach, which aims to find out the influence and correlation between the independent variable and the dependent variable.

Operational Definition of Variables

The operational definition aims to describe concepts or variables into measurable details through dimensions, indicators and measurement scales. As explained in the framework of thought and hypothesis, the independent variables used in this study are work motivation (X1), organizational culture (X2), and career development (X3), while the dependent variable is employee performance (Y). The operational definition of each variable is as follows: (1) Work Motivation. Work Motivation is an impulse that makes an employee behave and interested in doing the job with the maximum or optimal to achieve certain goals. In the motivation there are elements - elements that include encouragement, generate, direct and maintain the

intensity of a person to perform a performance. Furthermore, to explain the operational concept of work motivation variable, it is explained into the dimension of physiological needs, security needs, social needs, self-esteem needs, and self-actualization needs. (2) Organizational Culture. Organizational culture is a value - values, norms, identities, and systems that bind and determine the behavior of every employee in a company. Organizational culture can also be used as an identity that distinguishes the organization with other organizations so that the brand image of an organization. To explain the operational concepts of organizational culture variables, it is explained in terms of innovation and risk-oriented dimensions, outcome orientation, people orientation, team orientation, and aggressiveness. (3) Career Development. Career development is a planning process undertaken by the company to help its employees achieve the best career so as to provide motivation to employees to perform better performance by encouraging the achievement of the organization. Furthermore, to explain the operational concept of career development variables, it is explained into the dimensions of job performance, loyalty to the company, mentor and support, and opportunities to grow. (4) Employee Performance. Employee Performance is a description of the extent to which the success or failure of the organization in running its operations to achieve the targets, goals, objectives, vision and mission of the organization. In addition, performance also means the quality and quantity of an individual work or group to achieve certain goals. To explain the operational concept of employee performance variable, it is explained into the dimension of job quantity, quality of work, and ability of cooperation.

Population and Sample

The population of this research is all employees of PT Titis Sampurna Inspection with 133 employees. The number of samples to be used as the object of study is determined based on Slovin formula calculation with a tolerable error rate of 5%. So the total object sample in this research are 100 respondents. Sampling was done by using *simple random sampling* technique.

METHOD OF COLLECTING DATA

Data collection techniques in this study were conducted in two ways, which are questionnaires and documentation studies. Questionnaires were distributed to 100 respondents who were employees at PT Titis Sampurna Inspection. Questionnaires were filled during the lunch break and shortly before employees left the office. While for employees who are outside the head office is used techniques filling the questionnaire with google form. Documentation study conducted by collecting and analyzing theories, journals, and documents from the company. Instrument in this study using Likert Scale measurement scale. Likert scale is the scale used to measure attitudes, opinions, and perceptions of a person about social phenomena (Sugiyono, 2016: 93). The measurement scale for each variable uses 5 alternative answer options that are, 1) Strongly Disagree (STS), 2) Disagree (TS), 3) Doubt (R), 4) Agree (S), and 5) Strongly Agree (ST).

DATA ANALYSIS METHOD

Data obtained from the questionnaire were analyzed using SPSS 24 program. There are several stages of data analysis, namely instrument test, classical assumption test, hypothesis test, and correlation test between dimensions. (1) Test of the research instrument. Instruments in the study must be valid and reliable so as to produce research that is true or in accordance with reality and constant. There are two ways to test the research instrument that is with the validity test and reliability test. (2) The classical assumption test. The classical assumption test aims to ensure there are no symptoms of classical assumption deviations such as multicollinearity, autocorrelation, heteroscedasticity, and normally distributed data. There are three classical assumption test that is used is normality test, multicollinearity test, and heteroscedasticity test. (3) Hypothesis test. The hypothesis test is used to find out the relationship between dependent variable and independent variable, and test the truth of hypothesis that has been proposed.

The hypothesis test consists of multiple linear regression analysis, analysis of coefficient of determination, t-test, and F test. (4) Correlation analysis between dimensions. Dimension correlation analysis is used to test the correlation of the most powerful and influential on the dimensions of research variables, namely in this study are the dimensions of work motivation variables, organizational culture variables, and career development variables on employee performance variables.

RESULTS AND DISCUSSION

Based on the questionnaires result that was distributed to 100 respondents, respondents' characteristics were obtained based on age, sex, last education, and years of service, as shown in table-2.

Table-2 shows that as many as 1% of respondents are under 20 years old, 39% are aged 21-30 years, 38% are 31-40 years old, and 4% are 51-60 years old. Furthermore, by gender, respondents dominated by male as much as 83% and female as much as 17%. While based on duration of work, 9% work less than 1 year in the company today, 53% have working period of 1-5 years, 17% with working period of 6-10 years, 10% with working period of 11-15 years, 4% with a working period of 16-20 years, and with a working period of more than 21 years of 7%. Furthermore, based on the last education, as many as 34% educated high school / vocational school, 17% educated D1 / D2 / D3, 47% educated D4 / S1, and S2 as much as 2%.

Instrument Research Test

There are two ways to test the research instrument that is with the validity test and reliability test. A valid instrument means that the measuring instrument used is valid so it can be used to measure what should be measured. The instrument is said to be valid if based on the validity test yields $r_{count} > r_{table}$. While reliable is an instrument that when used several times to measure the same object, will produce the same data. The instrument is said to be reliable if it produces *Cronbach Alpha* greater than 0.60 (Table-3).

Table-3 shows that all statistical instruments of each variable are valid and reliable for use as a research questionnaire. Since the validity test results show that all instruments have r_{count} greater than r_{table} , also have Cronbach Alpha value greater than 0.60.

Table-2: Characteristics of Respondents

Description	Frequency	Percentage (%)
Age (Year)		
<20	1	1
21-30	39	39
31-40	38	38
41-50	18	18
51-60	4	4
>61	57	0
Amount	100	100
Gender		
Male	83	83
Female	17	17
Amount	100	100
Duration of Work (Year)		
<1	9	9
1-5	53	53
6-10	17	17
11-15	10	10
16-20	4	4
>21	7	7
Amount	100	100
Education		
Senior High School (SMA)	34	34
Diploma (D1/D2/D3)	17	17
Bachelor (D4/S1)	47	47
Master (S2)	2	2
Amount	100	100

Source: Research Data Processed (2018)

Table-3: Results of Validity and Reliability Test

Variable	Number of statements	Range of Values (r _{count})	r _{table}	Cronbach Alpha	Information
Work Motivation (X1)	15	0.387 - 0.688	0.197	0.842	Valid dan Reliable
Organizational Culture (X2)	14	0.388 - 0.650	0.197	0.800	Valid dan Reliable
Career Development (X3)	10	0.460 - 0.608	0.197	0.727	Valid dan Reliable
Employee Performance (Y)	11	0.419 - 0.684	0.197	0.698	Valid dan Reliable

Source: Results of Data Processing with SPSS (2018)

CLASSIC ASSUMPTION TEST**Normality test**

One method of looking at normality is with the normal probability plot analysis (normal P-P). Figure 2 below is the result of the probability plot normality test

which shows that the data points follow and spread around the diagonal line, it can be concluded that the regression equation model meets the normality or normal distribution assumption.

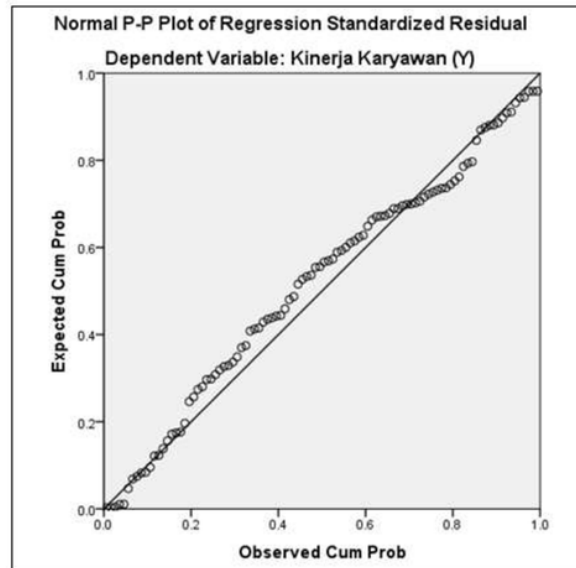


Fig-2: Normality Test Result with P-P Plot Method
Source: Results of Data Processing with SPSS (2018)

In addition to the P-P plot method, the normality test can also be performed by Kolmogorov Smirnov test. Normality test by Kolmogorov Smirnov method yields significance value or Asymp. Sig of

0.145. This value is greater than 0.05, so it can be concluded that the residual is normally distributed.

Multicollinearity test

A good regression model should not be correlated between independent variables.

Table-4: Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Work Motivation (X1)	0.387	2.581
Organizational Culture (X2)	0.402	2.489
Career Development (X3)	0.477	2.097

Source: Results of Data Processing with SPSS (2018)

In table-4 above shows that all tolerance values of X1, X2, and X3 are greater than 0.10 and all VIF values less than 10.0. So it can be concluded that there is no multicollinearity in the regression equation.

Heteroscedasticity test

A good regression model is homoscedasticity or does not occur heteroscedasticity. One of the test

methods of heteroskedasticity is to look at scatterplot chart patterns. Figure-3 below shows the data does not form a particular pattern, and the data points spread above and below the vertical axis Y number, so it can be concluded that there is no heteroscedasticity in this regression model.

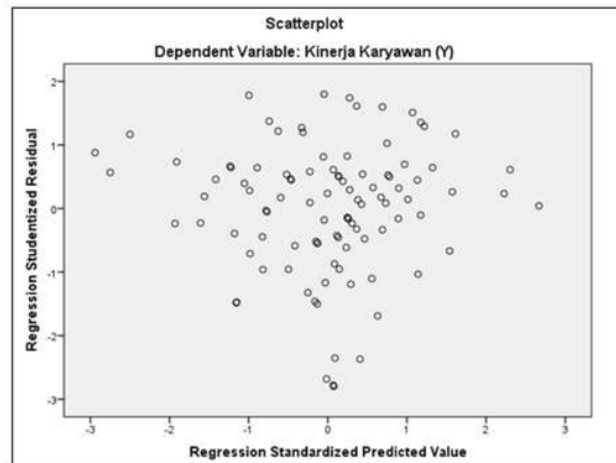


Fig-3: Results of Heteroscedasticity Test with Scatterplot
Source: Results of Data Processing with SPSS (2018)

Heteroskedasticity test can also be done by Glejser method. Heteroscedasticity test with Glejser resulted in significance value $X_1 = 0,123$; $X_2 = 0,444$; and $X_3 = 0,191$. This means that the value of significance greater than 0.05 it can be concluded there is no heteroscedasticity on this regression model.

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to determine the effect of work motivation (X_1), organizational culture (X_2), and career development (X_3) employee performance (Y). Test results with SPSS can be seen in table 5 below:

Table-5: Results of Multiple Linear Regression Test

Variable	Regression Coefficient	t	Sig.
Constant	3.199	1.156	0.250
Work Motivation (X_1)	0.326	5.233	0.000
Organizational Culture (X_2)	0.182	2.448	0.016
Career Development (X_3)	0.278	3.001	0.003
R Square	0.701		
F	74.938		0.000

Source: Results of Data Processing with SPSS (2018)

Based on table 5 above can be made multiple linear regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 3,199 + 0,326 X_1 + 0,182 X_2 + 0,278 X_3$$

From the regression equation above, it can be seen that:

- The constant (a) is 3.199 and positive means that if the work motivation (X_1), organizational culture (X_2), and career development (X_3) are considered to be absent or equal to 0, the employee performance value (Y) is 3.199.
- The value of regression coefficient of work motivation variable (X_1) is 0.326, meaning that for every increase of work motivation value of one unit will cause the increase of employee performance value equal to 0.326.
- The value of regression coefficient of organizational culture variable (X_2) is 0.182, meaning that for every increase of organizational

culture value of one unit will cause the increase of employee performance value equal to 0.182.

- The value of regression coefficient of career development variables (X_3) is 0.278, meaning that for every career development value increase of one unit will cause the increase of employee performance value equal to 0.278.

Coefficient of Determination (R Square)

The coefficient of determination (R^2 or R Square) is used to measure how much the model capability explaining the variation of the dependent variable. Based on table 5 above, the value of R square generated in this study is 0.701, meaning that the influence of independent variables consisting of work motivation, organizational culture, and career

development affect employee performance of 70.1%, while the remaining 0.299 or 29, 9% is influenced by other factors outside of this research model.

t-Test

The t_{count} value of work motivation variable (X1) is 5,233, whereas $t_{\text{table}} = 1.985$ so that $t_{\text{count}} > t_{\text{table}}$ and significance value $0.000 < 0,05$ means work motivation partially significant to employee performance. The results are in line with research conducted by Irum Shahzadi [14], Hasim Zameer *et al.*, [15], Andrew O *et al.*, [27], Nuraini Latief [28], Indra Taruna and Ronny Wijaya [29], and Reisza [18] with concluded that work motivation has a positive and significant effect on employee performance.

The t_{count} value of organizational culture variable (X2) is 2,448 bigger than t_{table} value with significance value equal to $0,016 < 0,05$. Then the organizational culture is a partially significant effect on employee performance. These results are in line with research conducted by Wambugu [19], Win Susilo Hari E [30], Omoniyi *et al.*, [31], Evawati and Suharno [20], Abdul Rival and Suharto [21], Agus Arijanto and M. Taufik [22], Indra Tarun and Ronny Wijaya [29], and Risnita *et al.*, [23] states that organizational culture has

a positive and significant influence on employee performance.

T_{count} value of career development variable (X3) is equal to 3,001 bigger than t_{table} value with significance value equal to $0,003 < 0,05$. So concluded career development partially significant effect on employee performance. The results of this study are in line with research conducted by Lakoy [32], Retno Rahay [5] [24], Irene and Gachunga [25], and Aaron M.M. *et al.*, [26] which states that career development has a positive and significant influence on employee performance.

F Test

Based on table 5 obtained F_{count} value of 74.938, while the value of $F_{\text{table}} = 2.70$. Then the value $F_{\text{count}} > F_{\text{table}}$ or $74.938 > 2.70$ with a significance value of 0.000 which means smaller than 0.05. So it can be concluded that the variables of work motivation, organizational culture, and career development together (simultaneously) have a positive and significant impact on employee performance.

Correlation Between Dimensions

The correlation test between dimensions is done using *Person Correlation method*, as shown in table 6 below:

Table-6: A Matrix of Correlation between Dimensions

Variable	Dimensions	Employee Performance (Y)		
		Quantity of Works	Quality of Work	Cooperation Capability
Work Motivation (X1)	Physiological Needs	.491**	.275**	.485**
	Safety and Security Needs	.483**	.492**	.475**
	Social Needs	.371**	.563**	.400**
	Self-Esteem Needs	.480**	.214*	.374**
	Self-Actualization Needs	.473**	.345**	.389**
Organizational Culture (X2)	Inovation and Risk	.349**	.291**	.281**
	Orientation on Results	.373**	.246*	.424**
	Orientation on People	.497**	.213*	.559**
	Orientation on Team	.388**	.436**	.460**
	Aggressiveness	.403**	.343**	.436**
Career Development (X3)	Work Performance	.422**	.307**	.512**
	Allegiance to the Company	.397**	.248*	.303**
	Mentors and Support	.391**	.236*	.526**
	Opportunities to Grow	.519**	.309**	.462**
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

Source: Results of Data Processing with SPSS (2018)

The result of the correlation test between dimensions as table 6 above shows that for the Motivation Work variable, the big dimension is the Social Needs with the Employee Performance variable on the Quality of works dimension with the coefficient value of 0,563 (having the "medium" category relationship). Furthermore, for the Organizational

Culture variable, the big dimension of the relationship is Orientation in Persons with Employee Performance variables on the dimension of Cooperation Capability with coefficient value of 0,559 (have "medium" category relationship). As for Career Development variables, the major dimensions of the relationship are Mentor and Support with Employee Performance

variables on the dimensions of Cooperation Capability with coefficient value of 0,526 (have "medium" category relationship).

CONCLUSION AND RECOMMENDATION

CONCLUSION

Based on the results of research, data analysis, and discussion about the influence of work motivation, organizational culture, and career development on employee performance in PT Titis Sampurna Inspection, the following conclusions can be drawn:

- Motivation work partially have a positive and significant impact on employee performance. Increased work motivation owned by employees, then the performance of employees will also increase.
- Organizational culture is partially positive and significant impact on employee performance. Good organizational culture can affect the level of employee performance.
- Partial career development has a positive and significant impact on employee performance. A good career development system within a company can affect the level of employee performance.
- Motivation work, organizational culture, and career development together (simultaneous) have a significant influence on employee performance. So by increasing the work motivation, implementing a good organizational culture, and doing a good career development system, it will lead to increased employee performance in PT Titis Sampurna Inspection.

RECOMMENDATIONS

Based on the results of research and conclusion above, the authors provide some recommendations for the leadership of the company in order to improve employee performance, as well as recommendations for further research:

- Work motivation has the greatest influence and significant to employee performance, so it is important for the leadership of the company, especially in PT Titis Sampurna Inspection to improve employee motivation. Meeting the needs of employees will increase the motivation of work that will also impact on improving employee performance. The magnitude of the correlation dimension of social needs to the dimension of the quality of work must be increased again by the company by increasing the cohesiveness among employees through familiarity events such as coffee morning, outbound and gathering.
- Application of a good organizational culture will also improve employee performance. So the company management must be able to socialize the organizational culture in order to run well by every employee. A large correlation occurs in the orientation dimension of the people to the

dimensions of the cooperative's ability to achieve the company's goals, so that these dimensions must be enhanced by the company by providing a broad space for employees to develop themselves, involving them in training or training and engaging them in the company's decision-making process.

- Career development conducted by the company is considered as a reciprocal of the company to the performance that has been done by employees. So that a good career development system will be a motivation to employees to improve its performance in the hope of a promotion in the future. Major correlations occur in the dimension of mentor and support to the dimension of the ability of cooperation to achieve corporate goals, so the role of superiors as mentors should be enhanced by the company in the career development of employees by way of regeneration for filling positions in the future, and give more responsibility to employees for example as a team leader.
- This research only uses the variables of work motivation, organizational culture, and career development that is considered to have a high influence on employee performance. But there are many other variables that can affect employee performance. Therefore, for further research to be able to use other independent variables so as to generate new conclusions related to employee performance. In addition to variables, the use of other data analysis methods such as SEM also needs to be done, as well as the use of a larger population can also be done to determine the effect on larger-scale companies.

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