



PRIMARY RESEARCH

Effect of corporate culture and work motivation of employee performance of PT. pontianak harbor

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Abstract

This study aimed to determine and analyze the influence of organizational culture and motivation on employee performance, especially employees of PT. Pontianak Harbor. The unit of analysis in this study is the employees of PT. Pontianak Port as many as 92 employees with a purposive sampling technique. Measurement of variables using a Likert scale with multiple linear regression analysis using Social Sciences Statistical Package (SPSS). The results showed that organizational culture variables positively and significantly affected employee performance, so did motivation variables emphatically and affect employee performance substantially. Cultural variables and motivation together (simultaneously) have a positive and significant effect on the performance of employees of PT. Pontianak Harbor. Based on the results of this study, the implications for PT. Pontianak harbor is that in supporting organizational culture and motivation, it is also necessary to pay attention to and improve the quality of the potential employees of PT. Pontianak harbor, for example, by providing opportunities to continue attending education and participating in various training courses on risk management related explicitly to risk so this can improve the performance of PT. Pontianak port.

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INTRODUCTION

Organizational culture also plays an important role, according to Darmawan (2013). Culture is a collection of principles, beliefs, behaviors that allow workers to describe organizational objectives. The company expects every person to work and ensure that their output will continue to grow in order to compete with the times.

Wayne and Pacedon (2005) describes and notes that Organizational Culture consists of enforcing norms, enforcing principles of corporate rules, beliefs and philosophies, codes of ethics, ceremonial and upholding the organization's background PT. Pontianak harbor Indonesia II continues to thrive in the face of change, undergoing a series of structuring, revitalization and transformation, enlarged port area, upgraded facilities, complete renovation of corporate management to build a more adaptable market movement to manage and improve logistics activities and various logistical efforts such as energy exchange, Energizing Indo.

Based on observations. PT. Pontianak harbor and pre-survey by interviewing one of the workers, namely Mr. Juanda, S. Sos., As Assistant Deputy General Manager of HR, clarified that so far PT. Pontianak harbor is in a relatively successful working environment, has strong discipline, follows a code of ethics & corporate integrity contract, and applies the principles of the corporate community.

Centered on PT's Board of Directors Decree. PT. Pontianak harbor Number: HK.568/8/9/5/PI.II of 8 September 2016 on Vision Determination, Business Culture, Company Values, and Corporate Roadmap. Until then, PT. Pontianak harbor continues to perform corporate actions in compliance with the company's principles.

PT. Pontianak harbor traditional values embraced. PT. Pontianak harbor is C.I.N.T.A. C.I.N.T.A Culture refers to Customer-centric, Trust "Talk the walk, National Pride, Teamwork (We will work together) and Performance (Make it happen).

Customer-centric ("Meet Customer Expectation") is a value

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that all employees at PT. Pontianak harbor must fulfill. This value states that the company proactively seeks and understands customer needs to provide innovative solutions; builds good long-term relationships with customers; consistently provides the best quality service to help customers grow and develop.

The Importance of Honesty (Walk the Talk) describes that fostering employee trust; displaying professional and ethical attitudes in communicating with internal and external parties; being disciplined in our daily work.

Nationalism (Country Pride) interest refers to promoting passion and contributing to the success of national development policy initiatives in rising national logistics costs; nurturing the spirit of nationalism at work, establishing and competing with world-class port management companies. The importance of Team Work (Together We Can) says partnering in teams to produce the best results; working together to generate ideas for applying solutions to port service customer needs; the spirit of cooperation and respect for others.

The Value of Action (Making It Happen) refers to daring to dream and attempting to make it happen; ambitious to find ways to achieve the company's vision; breakthroughs and

practical measures to promote the company's growth.

PT individuals. Pelabuhan Indonesia II, Pontianak Port Branch, continues to enhance work professionalism by using the principles of sincerity, prudence, honesty, joy and openness following the company's pocketbook references compiled to build a corporate culture as one of the pillars to support the company's vision. Such values are part of Human Resources Management in assessing each employee using a fingerprint absence program. Employees perform twice a day and many licensing procedures they will perform during working hours. As viewed from the work productivity perspective, there are concerns outside the workplace, which is one of the motivation and work culture problems.

PT. Pontianak harbor has also developed a regulation that every office employee must arrive on time. 08.00 WIB and go home at 17.00 WIB while those in the field follow the schedule of the current shift rules that are 3/24 hours on the shift schedule ie the first shift of the program at 07.00 WIB to 15.00 WIB, the second shift from 15.00 WIB to 23.00 WIB and the third shift from 23.00 WIB to 07.00 WIB, respectively. We can see in the following Table supporting data based on employee absence rates for the past three months.

TABLE 1. Employee absentee level at PT. pontianak harbor in the last three months

No.	Description	Period		
		Nopember 2019	Desember 2019	Januari 2020
1.	Total Employee attendance	3.7%	4.1%	4.2%

Source : Data given by IPC PT. Pelabuhan Indonesia II (Persero) Cabang Pontianak

While fulfilling their tasks, the company needs workers to be able to deal with different business circumstances. Employees will learn and decide what the employee will do by looking at the company's prevailing ethics and morals in accordance with regulatory policies and guidelines defined by the company's ethics code. What's considered

right and wrong. On the compensation side provided by PT. Pontianak harbor claims that wages are what workers expect; the company expects a substantial improvement in employee performance per year. Employee should prove the date in the customer satisfaction index based on employee results.

TABLE 2. Employee performance in the customer satisfaction index At PT. pontianak harbor period 2017–2019

No.	Description	Year		
		2017	2018	2019
1.	Customer satisfaction index	4.10%	4.18%	4.30%
2.	The number of Human Resources	111	113	92

Source: Data given by PT. Pontianak harbor 2017-2019.

Closely related to the organization's culture, the company expects each individual to work as well as possible and maintain that their performance can continue to improve so

the company can compete with the times. [Wayne and Pace-don \(2005\)](#) explains and states that Organizational Culture consists of implementing standards, implementing values

of organizational guidelines, beliefs and philosophies, ethical codes, ceremonies and following the organization's history.

Based on this background, the authors are interested in researching the title "The Effect of Organizational Culture and Work Motivation on the Performance of IPC PT Employees." The authors are interested in conducting research on PT. Pontianak harbor by proposing a hypothesis: PT. Pelabuhan Indonesia II (Persero) Pontianak Branch by proposing a hypothesis:

H1: There is a positive influence between organizational culture and employee performance.

H2: There is a positive influence between work motivation and employee performance.

H3: There is a positive influence among corporate culture and work motivation and employee performance.

LITERATURE REVIEW

Achievement is the worker's goal and obligations over time (Chatman, 2015; Lopacinska, 2016; Valverde-Gascueña, Navarro-Astor, Fuentes-del Burgo, & Ruiz-Fernandez, 2010). However for assessing employee efficiency, multiple metrics can be used (Nucharee & Teeradej, 2019; Robert, 2005). Efficiency, a phase where the method or outcome of achieving the mission achieves perfection (2). Sum, number Input as currency units, number of items or frequency performed, (3). Punctuality is where process or process Development should be done by the deadline, (4). Expense focus, expenses already budgeted by the company are a guideline not to surpass spending plan, (5). Tracking, monitoring, workers feel more accountable Their experience and oversight would make things simpler to correct mistakes as quick as practicable. Workplace partnership, Workers should establish workplace similar understanding and teamwork.

Corporate governance is one resource or asset. Assumptions, values, guidelines, commitments and objectives to help and improve government or commercial organizations' productivity and effectiveness (Alim, Umam, & Rohim, 2015; Viklund, 2009). Robbins mentioned in Darmawan (2013) describes corporate environment as continues to follow, (1). Creativity and courage to take risks, including to what extent firms enable inventive and consequences-taking courageous workers, (2). Eye for detail seems to be the degree the company expects employees to identify treatment, study, and thoroughness (3). Results are indeed the degree to which way of presenting on outcomes instead of the processes and procedures used to accomplish them, (4). Living beings-oriented seems to be the

extent to which decisions taken consider the impact of outcomes on organizational people, (5). Project management is team-oriented Unit collaboration, not just men, (6). Aggressiveness seems to be the degree to which the intruder can become vicious and successful to strengthen corporate culture, and (7). Stabilisation is how corporate activities, in contrast to change, reinforce the current system.

Motivation is the result of standards and beliefs that motivate the person to pursue the particular target of the individual. These beliefs and perceptions are the unseen reasons that create an person to act towards the target (Angriani, Ariffin, & Rahmawati, 2017; Rimpulaeng & Sepang, 2014; Zainal, Ramly, Mutis, & Arafah, 2019). Maslow's motivational view focuses on the level of need (Zainal et al., 2019), namely (1). Physiological, like nutrients, floors and other basic needs,(2). Health, like fitness and financial and social harm(3). Social possession, like affection, ownership, fellowship, and acceptable, 4). Self-appreciation is enhanced, honoured for accomplishment, grade, notoriety, and recognition, among others. Self-realization is an invitation to be someone based on his inspiration, including development, prospective achievement, and self-fulfillment. Corporation is an entity formed by a group of people who produce and sell an approach to satisfy consumer needs. Every corporation has an organizational culture containing objectives of the organization. Organizational culture and the company's workers are similarly connected. Employees act as drivers of all operations within the corporation and the presence of company context is binding norms, guidance and rules.

Working people set up the organization's values to fulfill the company's goals or fantasies so employees can work excellently.

This also influences workplace efficiency in an organizational culture that can impact worker productivity, accountability, interaction, and atmosphere of work. Encourage higher workforce. Work engagement in a business can increase profit, power quality, cost benefits, earned income.

RESEARCH METHODOLOGY

The research method aims to explain how the work was performed and performed in order to solve the problems studied according to Sugiyono (2013). The author uses the quantitative analysis approach to complete PT. Pontianak harbor's research on Organizational Culture impact and worker encouragement on efficiency, PT. Pontianak harbor with Explanatory Analysis (Explanation) group where the location of variables and the relationships or effect between one variable and other variables in the sample.

To measure the impact of corporate culture and work motivation on employee motivation, the author takes a sample size of 92 employees. To test hypotheses, the author uses descriptive analysis such as mean, standard deviation, *t*-values and *F*-values.

The researcher would use Pearson product-moment inter-relationships to compute the overall data set to check the relation for both different, reliant and background variables. For the sample of 92 employees, the author uses multiple regression to evaluate substantial work culture and work motivation predictors. Data were analyzed using SPSS. The author used a structured questionnaire to study. As mentioned, it was divided into three sections. Pareek (1997) produced the first part of the questionnaire to assess customer-centric organizational context profile, honesty, patriotism, collaboration and execution. Reliability is a test, feature, or build measurement tool (Ghozali & Chariri, 2016). If someone's answer is persistent or unchanged from time to time, a survey is said to be reliable. Measuring authenticity with the Cronbach Alpha statistical test is the approach included in this analysis to assess responsiveness dimension. Reliability test results can be seen below

in Table 3.

TABLE 3. Reliability test results on organizational culture variables (X1), work motivation (X2), and employee performance (Y)

Research Variable	Cronbach Alpha	Information
Corporate culture (X1)	0.901	reliable
Work Motivation (X2)	0.624	reliable
Worker Performance (Y)	0.928	reliable

From the above, the cronbach 's alpha value findings suggest a number greater than 0.60. According to Trihendradi (2013), the questionnaire instrument is accurate if it has cronbach alpha greater than 0.60. From the above data, all assertions on each parameter have been proclaimed accurate.

This research has been used to check the validity of the research instrument. Validity indicates to what degree the measuring device feature achieves precision and accuracy. Growing object was evaluated employing Pearson 's method for commodity reliability coefficient. This thesis performed the validity test by using new SPSS version 25. Table 4 below displays the validity test findings.

TABLE 4. The output of validit test on corporate culture (X1) , work motivation (X2) , and employee performance (Y)

Research Variable	Indicators	Product Moment Pearson	Information
Budaya Organisasi (X1)	X1.1	0.649**	applicable
	X1.2	0.566**	applicable
	X1.3	0.367**	applicable
	X1.4	0.559**	applicable
	X1.5	0,504**	applicable
	X1.6	0.758**	applicable
	X1.7	0.712**	applicable
	X1.8	0.792**	applicable
	X1.9	0.685**	applicable
	X1.10	0.543**	applicable
	X1.11	0.495**	applicable
	X1.12	0.750**	applicable
	X1.13	0.679**	applicable
	X1.14	0.804**	applicable
	X1.15	0.791**	applicable
Motivasi Kerja (X2)	X2.1	0.715**	applicable
	X2.2	0.652**	applicable
	X2.3	0.633**	applicable
	X2.4	0.781**	applicable
Employee Perfromance (Y)	Y1.1	0.923**	applicable
	Y1.2	0.952**	applicable
	Y1.3	0.933**	applicable

A unit object's relevance can be determined by comparing the Pearson Item Moment correlation index with 5 percent value. If the probability of correlation findings would be less than 0.05 (5%), the test is considered valid but if the subsequent probability input is higher than 0.05 (5%), the test is rendered invalid. Taking from the above check, all significance rates of indicator question under 0.05 can indeed be interpreted as true.

RESULTS

Multiple regression method is used to assess a predictor variables Y based on these two or more circulatory system variables (Trihendradi, 2013).

TABLE 5. The output of fixed effects regression

Model		Confirmed Parameters	
		B	Std. Error
1	(fixed value)	6.716	1.580
	X1	0.221	0.024
	X2	0.277	0.108

TABLE 6. The output of the determination coefficient

Model	R	R ² (adapted Square)	Based Squared R	Standard Estimated Loss
1	0.831 ^a	0.691	0.682	0.967

a. Predictors: (Constant), X1, X2

b. Dependent Variable: Y

Table 6 regarding the summary model explains that

1. R is the association involving multiple independent variables with dependent. Value varies 0 to 1. If the value approaches 1, the relation becomes stronger. When R reaches 0, the interaction is poorer. The R number obtained is 0.831, indicating the association regarding parameter of organizational culture and work motivation against employee performance is 0.831. It is indeed a good power.
2. Adapted square 0.691. It indicates the role of predictor factors affecting the explanatory variable. It can be represented as 69.1 percent of employee performance factors af-

ected by corporate structure (X1) and job motivation variables (X2). Other different factors are not included in the current study, however, affect the remainder 30.9. The 69.1 percent effect shows profound effect.

- Fixed value (a) = 6.716 is a fixed value however if corporate culture and business encouragement factors = 0, worker output of 6.716 or parameters of 6,716 applies to external influences other than X1 and X2 variants.
- The 0.221 corporate culture indicator (X1) regression coefficient means that X1 has a beneficial impact on Y. This can show the stronger the organizational culture, the greater the impact on employees' performance.
- The work motivation factor (X2) measurement regression of 0.277 means that X2 has a major affect on Y. The conclusion that the greater the job morale, the stronger the employees' performance.

The determination coefficient (R^2) basically calculates how well the template can describe control variables. The decision ratio is 0-1. The alpha coefficient computation using SPSS 25 is shown in Table 6 elsewhere here:

ected by corporate structure (X1) and job motivation variables (X2). Other different factors are not included in the current study, however, affect the remainder 30.9. The 69.1 percent effect shows profound effect.

Hypothesis Testing

F check has been used to evaluate the predictor variables along with the explanatory variables. Or whether or not the regression analysis can then be used to estimate the explanatory variables. Critical value utilizes = 5% or 0.05 (Ghozali & Chariri, 2016). Following table below displays the outcomes of concurrent test estimates (Test F):

TABLE 7. Concurrent test estimates (Test F)

Model	Number of Squared	df	Medium Square	F	Sig.
1 Regression	140.37	2	70.186	74.981	0.000
	1				
Residual	62.715	67	0.936		
Total	203.086	69			

a. Dependent Variable: Y

b. Predictors: (Constant), X1, X2

Abovementioned table shows that the F significance of 74.981 with an informed value of 0.000 appears to mean the informed likelihood significance is still less than or ($0.000 < 0.05$). It will reveal the significance of 0,000, implying the relationship between culture and job motivation seems to have a direct effect on employee performance.

Partial Test (t test)

t -testing is used to partially check every other factor. t -test outcomes are seen in table column sig (importance) corre-

lation coefficient. If t 's likelihood value or meaning < 0.05 , it can be argued that contingent factor affects autonomous variables. If the possibility of a t -value or meaning > 0.05 , the predictor variables can be presumed to have no significant impact on each predictor variables (Gojali & Khodra, 2016). Table 8 below displays outcomes of incomplete field tests (t -test) conducted using SPSS 25.

TABLE 8. The result of partial test (t -test)

Model	Unstandard Parameters		Standardized Parameters		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-6.716	1.580		-4.252	0.000
Budaya Organisasi	0.221	0.024	0.712	9.079	0.000
Manajemen Kinerja	0.277	0.108	0.201	2.561	0.013

Dependent Variable: Y

Following table previously revealed that t -test (1) seemed to have a significance value of 0.000 on organizational culture in which the sufficiently high level was < 0.05 . This indicates that corporate culture positively and substantially impact employee performance. H_1 is accepted. And it also had a meaningful value of 0.013 on work motivation, where this actual worth is less than 0.05. This revealed that job motivation positively affects firm performance significantly. H_2 is recognized.

DISCUSSION

Effect of Organizational Culture on Employee Performance at PT. Pontianak Harbor

Measurement of corporate culture (B1) 0.221. It implies that the greater the organizational culture influences overall employee performance growth. Organizational culture factors are identified significant as they conclude that PT. Pontianak harbor's organizational culture is outstanding based on the research information on respondents. For PT. Pontianak harbor organizations, the culture of a company is founded on principles that can inspire workers to work better.

Under PT. Pontianak harbor 's Decree Directors. . PT. Pontianak harbor HK.568/8/9/5 / PI.II, the organizational culture of the PT. Pontianak harbor, is recognized as "C.I.N.T.A" An efficient corporate culture will facilitate the requisite structure in the organization without leaning on a structured or centralized bureaucratic system. A positive corporate culture in an company will inspire employees to always act with passion and succeed in business advance-

ment. This research findings are consistent on what Hero (2008) did, in which this study revealed that organizational culture has a significant effect on employee performance.

Effect of Work Motivation on Employee Performance at PT. Pontianak Harbor

Work coefficient (B2) 0.277. This illustrates the greater the work environment immediate benefit to affect total employee performance rise. Also because performance motivation factor estimation of the participants is high. The findings of the study can be translated as optimistic that business executives who always inspire workers strive to enhance their performance. Work encouragement should trust workers that full job imagination has important business facets.

This belief indicates they must also be creative to finish the work. Inventing different things and having to be doing something was their drive and do whatever work they got. Leaders at PT. Pontianak harbor often serve as inspiration and appreciation to workers who always highlight their achievements as well as provide opportunities for employees to seek to make responsibilities. The findings of this research are aligned with those of Hero (2008), where achievement motivation culture has a positive impact on employee performance.

Effect of Organizational Culture and Work Motivation on Employee Performance at PT. Pontianak Harbor

Results of this study showed that predictor variables of organizational culture (X1) and work motivation (X2) exemplify a sequential relationship with employee performance

dependent variable (Y). Those same findings may reveal 0.00 less than 0.05F testing results. Great organizational culture and leadership inspiration will give employees a desire to work to improve employee success.

Organizational culture and work satisfaction are two variables that influence employee performance, and the company must better produce these two things. Through developing a corporate culture and encouragement, PT. Pontianak harbor focuses on improving employee performance. Results of this study indicate that organizational culture and job motivation significantly affect employee efficiency.

CONCLUSION

Results of the study indicate concurrently (together) factors of corporate culture and employee success motivation. The customized R^2 measured value indicates a significance of 0.682 or 68.2 percent, which means the effect of organizational culture and job motivation on employee efficiency at PT. Pontianak harbor. Other factors influenced PT. Pontianak harbor seems to be 68.2 percent and the remainder

31.8 percent, as well as many other external factors not considered for analysis.

The research findings also indicate that section two or more variables significantly influence the performance of workers, namely organizational culture with such a significance of 0,000 and performance motivation of 0.013.

RECOMMENDATIONS

The corporate culture of "C.I.N.T.A affects PT. Pontianak harbor" is strongly advised to uphold and keep the performance organizational culture based on the findings of this study. It also decided to show, based on findings of this observation, that job motivation significantly and positively affected employee performance, signifying IPC PT. Pontianak harbor to encourage its workers.

Extra investigators' suggestions for this headline are to append factors and perhaps other factors such as incentives for workers and many others that impact or significantly improve employee performance.

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