THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION IN KORPOLAIRUD BAHARKAM POLRI

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Abstrak

Tesis ini menjelaskan pengaruh penting Budaya Organisasi, Motivasi Kerja terhadap Kinerja Karyawan memediasi Kepuasan Kerja di PT. KORPOLAIRUD BAHARKAM POLRI. Hasil pengujian menggambarkan bahwa semakin baik budaya organisasi maka kepuasan kerja personel semakin tinggi karena budaya suportif yang dirasakan oleh personel sehingga semakin tinggi kepuasan kerja Korpolairud Mabes Polri maka kinerja personel akan meningkat. Hasil pengujian juga menunjukkan bahwa budaya organisasi berpengaruh terhadap kinerja melalui kepuasan kerja. Penelitian ini mengembangkan pengaruh budaya organisasi terhadap persepsi karyawan yang telah ditetapkan dan memberikan manfaat terhadap kinerja karyawan yang dimediasi motivasi kerja dan kepuasan kerja. Keempat variabel tersebut dikembangkan menjadi 24 (dua puluh empat) indikator pengukuran. Dari 7 (tujuh) hipotesis yang diuji untuk menganalisis kinerja pegawai pada Direktorat Polisi Perairan BPKK Republik Indonesia. Hasil penelitian menunjukkan bahwa dari pengembangan 7 (tujuh) hipotesis, terdapat 4 (empat) hipotesis yang terbukti berpengaruh signifikan dan positif; dan terdapat 5 (lima) hipotesis yang tidak terbukti. Model yang dihasilkan membuktikan bahwa pengaruh budaya organisasi terhadap kepuasan kerja dan kepuasan kerja berpengaruh terhadap kinerja karyawan.

Kata Kunci: Motivasi, Kepemimpinan, Budaya Organisasi, Kepuasan Kerja, Kinerja karyawan.

Abstract

This thesis describes essential the influence of Organizational Culture, Work Motivation on Employee Performance mediated Job Satisfaction on PT. KORPOLAIRUD BAHARKAM POLRI. The test results describe that the better the organizational culture, the higher the job satisfaction of the personnel because of the supportive culture felt the personnel so that the higher the job satisfaction of the Korpolairud Mabes Polri, the performance of the personnel will increase. The test results also show that organizational culture influences performance through job satisfaction. This study develops the influence of organizational culture on employee perceptions that has been determined and provides benefits to employee performance mediated work motivation and job satisfaction. The four variables were developed into 24 (twenty four) measurement indicators. Of the 7 (seven) hypotheses tested to analyze employee performance on a Directorate of Maritime Police of BPKK the Republic of Indonesia. The research findings show that from the development of 7 (seven) hypotheses, there

are 4 (four) hypotheses that prove to have a significant and positive effect; and there are 5 (five) hypotheses that are not proven. The resulting model has proven that the influence of organizational culture on job satisfaction and job satisfaction has an effect on employee performance.

Keywords: *Motivation, Leadership, Organizational Culture, Work Satisfaction, Employee Performance.*

Introduction

The development of complex industrial revolution 4.0 technology has an impact on development and at the same time can be a threat to various sectors of life. The development of technology and information has also triggered new, increasingly sophisticated criminal motives. In fact, terror and radicalist members have used technology in recruitment, training, crime activities. Learning should be in the same direction as the progress of the industrial revolution 4.0, as well as the actualization of the Police's learning and training activities. In the era of the industrial revolution 4.0, the National Police functions in protecting the peace and safety of citizens in the industrial 4.0 era, of course, it also needs to be understood and traced to today's progress. The inspiration and skill of the National Police as a servant of the State has an essential interest in resisting and facing social phenomena that can bring various forms of crime. The transfer of human resources to digitalization and information technology is a form of threat that must be vacated by every police commander in order to develop a competitive strategy to welcome the obstacles of the industrial revolution 4.0.

Human resources are the most important institutional capital, because subordinates who carry out institutional tasks also make use of these human resources. Therefore, the National Police must analyze and prepare a program for the most important members of the police who have specific technological skills and expertise which are the hope of the main aims of the rebellion of police members. The application of HR management includes the most important roots of dexterity, capability, attitude and integrity that build a group of institutions in reaching target agencies by adding changes in management insight, organizational insight capacity. , riot resolution, enforcement of high risk law, pursuit and rescue (SAR), hostage release, and bomb defusing (EOD). As a public institution, the National Police must also be able to carry out its role and implement it in line with the wishes of the citizens, thus it must be supported by the availability of competent human resources, therefore it requires the implementation of skills learning globally in police agencies.

As stated in Article 5 (1) of Law No. 2 of the Republic of Indonesia State Police of 2002, the police as a state weapon play an important role in creating protection as follows: , upholding the law, as well as protecting, nurturing, and serving citizens to maintain domestic security". Now, the police are increasingly improving themselves to continue to develop into an advanced institution capable of carrying out its functions and roles optimally, thereby increasing public trust in the police agency. This was achieved through the Precision Program carried out by the Indonesian National Police Chief, General Listyo Sigit Prabowo, as quoted on www.kompasiana.com under the heading Precision Police, A Police Transformation with precision. The definition of the sentence Precision in general indicates the consistency of a measurement, Precision is also a degree of excellence in a technique used to obtain satisfactory results, then the meaning of precision stands for predictive, responsible and fair transparency, namely how institutions introduce the concept of a Precision Police.

Within the police agency, job satisfaction is a problem that is repeatedly faced by all units, work units, or all parts of the Polri agency and cannot be separated from the personnel of the Polri Corps Polairud Baharkam. Referring to the results of the author's interview with the Head of HR (Kabagrenmin) Korpolairud Baharkam POLRI and identification in the field regarding rank levels, it is divided into 3 (three) levels, namely Tamtama (lowest level), Non-Commissioned Officer (middle level) and Officers (high level level). Where the main task of the Tamtama is as an executor of the NCO, while the NCO is in charge of carrying out the main tasks and functions (tupoksi Polri) and finally the role of the Officer is at the managerial level as decision makers and cadres of Polri leaders. In this description, the researcher is interested in studying further at the enlisted rank level, when graduating in the first year of the enlisted rank at the Bharada level (0 years of service) then proceed to the Bharatu rank level (5 years of service), the continuation level is Bharaka (10 years of service). Service) then Abripda, Abriptu and the last level is Abrip, after going through the ranks up to Abrip, the personnel can go up to the rank level to Non-commissioned Officer level but it takes a very long time and is not effective again in terms of using Personnel because it is related to age etc.

An interesting phenomenon to study is the enlisted Bharaka level because the average service period is 10 years and they have qualified skills, abilities and experience in their respective fields and have been able to develop careers to the level of Non-commissioned Officer rank by carrying out re-development education as the main requirement for promotion. rank to the level of Non-commissioned Officer, which until now the enlisted career development is still at the stage of study and discussion. With the expertise and skills possessed, but inversely proportional to the rank level held, the Private with the rank of Bharaka cannot occupy a position in the Organizational environment because the lowest rank that can occupy a position within the Polri organization is only the Non-commissioned Officer level rank. The impact of this situation in the future will become a blunder or cause new problems within the organization, because there is hope that personnel who have the ability and achievements and are already at the Bharaka rank level can be given the opportunity to develop a career, one of which is the opportunity to be promoted to the Non-commissioned Officer level. Several phenomena began to emerge from these conditions, including the presence of members who took disciplinary actions to the point where they had to go to disciplinary and ethical trials, decreased performance and decreased work motivation.

HR must be managed professionally to realize and balance personnel needs, provisions and institutional capacity, as well as the importance of quality human resources for institutional success (Mappamiring, Akob, & Putra, 2020). Therefore, employees are expected to work productively and professionally. There is an understanding that the sustainability and success of institutions depend on the ability of capital and successful management of human resources. Thus, the institution must be able to align the understanding or views of personnel and superiors in order to achieve agency expectations, for example determining appropriate ethics with high dedication and obedience to their obligations, assisting with assistance, guidance, encouragement and the correct work system from superiors to members.

HR is one of the main factors for an agency. Through globalization, the ability of a government agency to achieve its goals is highly dependent on the ability of human resources to carry out the obligations it carries from that agency. Because human resources are one of the most important factors in an organization, they must be able to

encourage personnel to increase performance. Increasing human resource creativity to be superior, agency management must be able to organize human resources optimally and make optimal use of them. As a result, the achievement of goals is in accordance with the procedures determined by the target system. Among the needs and expectations of personnel or human resources is obtaining compensation from agencies. Likewise, compensation will definitely encourage HR to improve their performance.

The form of reason embodied in institutions determines the effectiveness of personnel in relation to carrying out assigned tasks and realizing the full potential of employees when the incentives and values of the institution are right. Competent agency values will encourage motivated members. Institutions affect the motivation and performance of personnel and contribute significantly to the achievement of institutional targets. Bureaucratic values often result in negative employee feedback, which leads to lower levels of job satisfaction. This is by looking at the impact of the type of industry on culture and satisfaction. High-tech organizations are more innovative-oriented which can ultimately encourage high levels of job satisfaction (Al-Sada, Al-Esmael, & Faisal, 2017).

Organizational culture is ultimately a source of competitive advantage for organizations because it influences internal employee commitment to work, collective learning processes and other capacity building that arises from the underlying assumptions, beliefs, norms, values and attitudes. This briefly illustrates that organization culture describes how members think and make decisions, the end result of which has an impact on performance (Al-Matari & Bin Omira, 2017). Performance indicators related to organizational management workers identify employee performance variables such as assignment information, expectations from assignments, performance levels and achievement levels (Saad & Abbas, 2018). A strong organizational culture has an important influence on performance and management, as well as a consistent source of achievement and success based on real values, as well as obtaining a belief system with high performance resilience (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). The results of the research study show that there is a positive relationship between organizational culture and company performance (Ogbonna & Harris, 2015).

The results of the study by Saad et al., (2018) describe that there is a positive relationship between organizational culture and work performance. The findings of this study are consistent with research by Al-Matari and Omira (2017) that organization culture has an influence on work performance. In contrast, the findings of the study by Shehzad et al., (2013) contradict that the negative influence of organizational culture on job performance, this may be due to the influence of the public sector environment from top to bottom which triggers policies. The steps needed to make changes in the organization in achieving goals are teamwork to strengthen work ethics and better organizational practices; better appreciation of norms, values and beliefs to be shared by personnel, an innovation system based on organizational culture and managing the ratio of the influence of change, achievement of goals, the ratio of the influence of teamwork and cultural strengths that have an impact on performance. Next recommends policy makers to focus more on strengthening organizational culture, then rewarding and motivating personnel to achieve goals, preparing plans for the future of the organization. The suggested final step is to focus on teamwork to achieve the desired goals, including the involvement of top management to manage individual and collective key performance.

Research Methods

This study was conducted using a qualitative research model and Library Research. Examine the theory and influence between variables from books and online journals sourced from Mendeley, Google Scholar, and other online media sources(Ali, Sastrodiharjo, & Saputra, 2022).

Results and Discussion

Descriptive statistical tests are used to describe and describe a data in detail. Descriptive statistical tests in this study were reviewed based on the mean value and standard deviation, where the mean value is the average value of the respondents' answers, while the standard division value shows the variation of the respondents' answers (Now and Bougie, 2018). If the value of the standard deviation is obtained closer to the zero value, it means that the answers of the respondents are not varied, however, if the standard deviation is obtained the further away the zero value is, it means that the answers from the respondents are increasingly varied. The following is the result of calculating descriptive statistics for each variable which is explained by average (mean) and standard deviation.

Table 1
Organizational Culture Validity Test Results

Indicators	Mean	Standard Deviation
The vision and mission of the organization is always carried out properly by the organization and obeyed by all elements of the organization.	4.3293	.82549
There is trust from the Leadership in every job.	4.4538	.66514
There is a fair, equitable and professional division of labor.	4.3815	.76926
Conducive and quiet working environment.	4.4137	.74702
There is a balance between the quality of work and the quality of social life (society).	4.3574	.77039
Budaya Organisasi	4.3871	.64144

From the table above, it can be seen that the average value for the organizational culture variable is 4.3871. This value shows that korpolairud Mabes Polri already has a strong culture. The highest average score was 4.4538 which shows that there is trust from the Leadership in each job. Meanwhile, the lowest average score is 4.3293 which shows that the vision and mission of the organization is always carried out well by the organization and obeyed by all elements of the organization.

Table 2
Motivational Descriptive Statistics

Indikator	Mean	Standar Deviasi
I receive a comparable performance allowance for each work attendance	4.2892	.89619
I believe there is an interest in the career path of personnel.	4.5863	.61694

Indicators	Mean	Standari Deviation
I believe the care or attention the organization gives to the needs of the family can be met.	4.2490	.89479
I receive appropriate treatment in an organizational environment (co-workers and relationships) between people in the organization are very kind and professional.	4.4538	.67716
I understand the rules of the organization in giving awards and witnesses.	4.3936	.66427
There is regular training for personnel in my internal organization.	4.3896	.75992
Motivation	**4.3936**	**.58787**

For the motivation variable, the average value was 4.3936. This value shows that personnel from the Korpolairud Mabes Polri have high motivation. The highest average score was 4.5863 which shows that korpolairud Mabes Polri personnel have a high interest in the career path. Meanwhile, the lowest average score was 4.2490, indicating that korpolairud Mabes Polri personnel tend to agree that the care or attention given by the organization to the needs of the family can be met.

Tabel 3
Descriptive Statistics of Job Satisfaction

Indicators	Mean	Standari Deviation
There is a sense of pride working in this organization	4.5582	.67024
I feel motivated to continue working actively and optimally	4.5462	.62126
The organization and work unit inspire me and the people around me	4.4056	.68988
There is satisfaction in working with colleagues and teams in this organization	4.4337	.65733
All of our suggestions and complaints as personnel are listened to and considered by the organization	3.9960	1.00201
Personnel management shows passion towards personnel career	4.3092	.80118
Job satisfaction	4.3748	.61315

For the job satisfaction variable, the average score was 4.3748 which indicates that the personnel of the Korpolairud Mabes Polri have had high job satisfaction. The highest grade point average was 4.5582 indicating respondents felt proud to have worked in this organization. Meanwhile, the lowest average score was 3.9960, indicating that respondents agreed that all personnel suggestions and complaints were listened to and considered by the organization.

Table 4
Performance Validity Test Results

Indicators	Mean	Standari Deviation
There are strict rules that make personnel must comply with the rules	4.2610	.84250
There is a professional reward system so that all forms of assessment are carried out in a transparent manner	4.3454	.87597

The organization gives awards to personnel who have excelled	4.4498	.80728
Training and Dikbangspes motivate personnel to work optimally	4.4418	.78649
The targets given by the organization are always achieved or even exceeded	4.0040	.87758
Performance	**4.3004**	**.64960**

The average value of the performance variable is 4.3004 which indicates that the respondents in this study have had good performance. The highest average value is 4.4498 which shows that respondents agree that the Organization gives awards to personnel who have excelled. Meanwhile the lowest average value is 4.0040 which shows respondents agree that the targets given by the organization are always achieved or even exceeded.

The first hypothesis in this study examines the effect of organizational culture on job satisfaction. The results of the test show that there is a positive and significant effect of organizational culture on job satisfaction. These results indicate that the better the organizational culture, the higher the level of job satisfaction of personnel. This can happen because satisfaction depends on the match between a person's characteristics and organizational culture, which means that workers can adapt to the work environment for the better if the characteristics of the organization match their orientation. The results of this study support the results of previous research conducted by Al-Sada et al., (2016) which showed that there is an influence from organizational culture on job satisfaction

The second hypothesis examines the effect of work motivation on job satisfaction and the results of the research show that there is an effect of work motivation on job satisfaction. This shows that the work motivation of Korpolairud personnel at the National Police Headquarters is a factor that can affect personnel job satisfaction. The results of this study are in line with research from Al-Sada et al (2016) which shows that there is an effect of work motivation on job satisfaction. High motivation from personnel will encourage a more positive attitude towards the organization and likewise with other personnel thereby creating a positive atmosphere that can encourage higher job satisfaction.

The third hypothesis tests the effect of job satisfaction on performance. The test results show that job satisfaction has a significant effect on performance where the higher the job satisfaction of korpolairud Mabes Polri personnel, the better the personnel performance will be. The results of this study are in line with research conducted by Al-Saad et al (2018) and Matari et al (2017) which show the influence of job satisfaction on performance. This can happen because satisfied employees will have a better positive attitude towards the organization so that it will encourage better performance.

The fourth hypothesis examines the influence of organizational culture on performance. The test results show that there is a significant influence of organizational culture on performance which shows that organizational culture in this organization is a factor that can drive performance. This can happen because an organizational culture that is in line with the individual values of personnel will encourage job satisfaction. The results of this study are in line with research from Al-Saad et al (2018) which shows the influence of organizational culture on performance.

The fifth hypothesis tests the effect of work motivation on performance. The test results show that there is no significant influence of work motivation on performance which shows that work motivation in this organization is not a factor that can drive performance. This can happen because in this organization, the main driving factor is the command of the superior and the goals of the organization so that personal motivation is not a factor that affects performance. The results of this study are not in line with research from Pattiruhu et al., (2020), which shows the influence of work motivation on performance.

The sixth hypothesis tests the effect of organizational culture on performance through job satisfaction. The results of the study show that organizational culture has an influence on performance through job satisfaction. This shows that organizational culture can increase job satisfaction where job satisfaction itself will later have an impact on the performance of personnel. The results of this study are in line with the research of Saad et al., (2018) which shows the influence of organizational culture on performance through job satisfaction..

The seventh hypothesis tests the effect of work motivation on performance through work satisfaction where the results of the study show that there is an influence of motivation on performance through job satisfaction. This shows that job satisfaction can be a variable between work motivation and performance. This can happen because good motivation will encourage positive attitudes such as job satisfaction which will further encourage better performance of personnel. The results of this study are in line with research from Saad et al., (2018); Paais et al., (2020) which shows that there is work motivation towards.

Conclusion

Based on the results of the analysis in the previous chapter, it can be concluded that there is a positive and significant influence of organizational culture on job satisfaction, there is a positive and significant influence of work motivation on job satisfaction, there is a positive and significant influence of job satisfaction on performance, there is a positive and significant influence of organizational culture on performance, there is no direct influence of work motivation on job satisfaction performance, there is an indirect influence of organizational culture on performance through job satisfaction and an indirect influence of work motivation on performance through job satisfaction.

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