

**ORGANIZATIONAL CULTURE AND WORK MOTIVATION AT
PT. TELKOM WITEL MAGELANG
(Case Study at the Consumer Service Unit of PT. Telkom Witel
Magelang)**

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Abstract

This study aimed to assess the organizational culture and employee motivation at PT. Telkom Witel Magelang (Study Case in Consumer Service units). This study is carried out by quantitative methodology and a descriptive analysis. The sampling method used in this study is a sample of roughly 40 active consumer service units, which also constitute the population. The method being used is a method of conducting surveys using questionnaires and observation. The technique for data analysis being used is likert scale analysis with SPSS. According to analysis that has already been done, there is a 0.372-point correlation between the variables organizational culture and work motivation. Organizational culture has no significant effect on employee performance, while work motivation has an effect on employee performance. The influence of organizational culture on employee performance is as large as the variable Organizational Culture (X1) and Motivation (X2) simultaneously has an effect on the Performance variable (Y) by 37.2%. While the remaining 62.8% is influenced by other variables beyond this study.

Keywords: *Employee Performance, Organizational Culture, Work Motivation*

1. INTRODUCTION

The development of world technology takes place very dynamically by prioritizing rapid sophistication. This provides great benefits to human civilization in carrying out activities to making decisions. Organizations as a system can form human characteristics that will influence each other so that a culture or pattern of behavior will become an inherited habit (Abdi, 2021).

PT. Telekomunikasi Indonesia or also known as PT. Telkom is a State-Owned Enterprise (BUMN), which has the task of serving the domestic telecommunications sector. Telkom is a telecommunications company in Indonesia and was included in Forbes Global in 2000 and included in the ranks of Forbes 2021 World's Best Employer. Telkom has a strategy of "strengthening the core and growing new wave" which is used as a reference to maintain sustainability and improve every performance in a very tight business competition.

Organizational culture is a social force that can encourage human resources in an organization to work. Human resources in an organization learn the culture that applies to the organization, namely something that is not allowed, something that is required in the organization including good or bad, what is right and what is wrong. Thus, organizational culture can socialize and internalize members in an organization (Sutrisno, 2019).

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Organizational culture is also referred to as work culture because it does not escape the performance of organizational resources, especially employees. The stronger the company culture, the stronger the driving force for its achievement. Corporate culture can be felt through its human resources in a company (Nasution, 2021). That's because an organization consists of a group of people who have different character, character, expertise, education, background and experience, then they cannot walk alone because they need to recognize every perspective which is useful in achieving the mission and goals of the organization (Putra, 2013).

A strong culture in an organization encourages members to act and behave in accordance with the expectations of the organization. Based on company regulations, it is expected to achieve optimal performance and productivity in order to realize the ideals of the organization. The organizational culture of the company is based on the experience and background of its employees. In general, organizational culture lies in the founders of the organization. They are people who have an important role in the policy-making process and determine the course of the organization's strategy. Organizational culture is also called corporate culture (Sunarso, 2009).

Tighter business competition demands good management of human resources so that the quality of employees is getting better, and competitiveness is getting stronger. This is what PT Telkom Indonesia did, they made changes to suit the dynamic environmental conditions. Based on Law no. 36 of 1999 which discusses Telecommunications in which there are regulations regarding the reform of the telecommunications industry. The effect of the regulations made is to create new telecommunication operators without any limit on the number of regulators. Changes in existing regulations in the country resulted in Telkom no longer being the only company in the telecommunications industry. From this, PT. Telkom to immediately seek management improvement. Previously PT. Telkom uses the motto Telkom Way 135 as the principle of service delivery. This makes PT. Telkom advances its human resource management by implementing competency-based human resource management (Indraswari & Djastuti, 2011).

Competition in the increasingly fierce business world also demands better management of human resources. This is to improve the quality of employees and competitiveness. PT. Telkom can assess the performance of employees and manage the responsibility of the performance of its employees in a management system with the company policy KD.66/2006. The tight competition in the telecommunications business makes job satisfaction for PT. Telkom is important because of changes business environment that can result in changes to the job desk and responsibilities of each employee.

The level of organizational culture owned by Telkom Witel Magelang currently has its own values, which include social principles, goals, standards that can be adopted in changing a culture. As such, this level is closely related to what members in the organization should and should not do, including the values and beliefs that strongly support the progress of the organization.

This is what makes PT. Telkom Witel Magelang have a major responsibility in making improvements in performance for the employees there. This motivation is one of the indicator values in looking at the performance for the employees who are there. Sunarcaya (2008) concluded that every employee is one of the human resources which

certainly has a very large impact on success in order to achieve every goals of a company. Employees can be used as assets that have a very high value. PT. Telkom Witel Magelang is an asset within the organization that is very important to be owned by every company and can be noticed by management.

Based on the opinion of Simamora (2004) which is very important for humans, it can lead to the fact that everyone is one element that is certainly useful in an organization. Humans certainly also have goals, have every innovation, and have goals for the organization.

PT. Telkom Witel Magelang itself has an organizational culture, especially in the Consumer Service unit, which can be applied starting from work discipline (implementation of the rules of entry and exit hours for employees), the use of dress code, as well as style in dress), manager leadership and can provide material and as well as various directions for the performance of its employees. High work motivation is given by the manager to employees in doing the work they do, besides the work of this company by providing incentives, suggestions and also motivational input in order to improve the performance of employees.

Based on the background, this research aims to reveal the implementation of the organizational culture of PT. Telkom Witel Magelang and certainly can find out the level of motivation on employee performance in PT. Telkom Witel Magelang. This data can be obtained by conducting field research that can analyzed descriptively based on the theory that describes each result obtained. As such, it is vital for management to know every level of culture so that it can be felt by employees as an analysis to be able to provide insight in making a decision.

2. LITERATURE REVIEW

2.1. Organizational culture

Organizational culture is how employees think about the characteristics of the organization, not what they like or don't like. Organizational culture can be in the form of a vision and mission shared by all members of the organization. The strategic role of organizational culture becomes very important in order to encourage, promote and improve the effectiveness of organizational performance, especially short-term and long-term employee performance. Other roles of organizational culture include being able to be used as a tool for determining the direction of the organization, handling the allocation of organizational resources, ways to deal with problems that occur and reading every opportunity obtained from observing the organizational environment (Muis et al., 2018).

According to Lako (2004) the function of Organizational Culture is to:

- 1) Empowering organizational membership, understanding the vision and mission
- 2) Generating commitment to the organization's mission
- 3) Guiding behavioral references that are effective and efficient in carrying out their duties and responsibilities so as to achieve the organizational goals that have been set.
- 4) Redesign the management control system.
- 5) Formulate a management compensation system plan for superiors and employees.
- 6) Competitive resource management for the company.

2.2. Work motivation

The origin of the word motivation comes from the Latin "*move*" which is the same as "to move" which means to encourage. Motivation is a mental process caused by internal and external factors of a person. According to Saleh & Utomo (2018) in his journal, through work motivation, a person will be able to carry out his work duties optimally in order to achieve company goals/targets. Giving motivation to subordinates must be done by the leader, and for that the leader must understand the motivation and motivation expected from subordinates.

2.3. Employee Performance

Performance is the results obtained by a person in an organization in accordance with their respective duties and authorities. This can be done by realizing organizational goals legally, in accordance with the law, legislation, norms and ethics that are recognized and applicable in an organization (Muis et al., 2018).

3. RESEARCH METHODS

This research was conducted using a quantitative type of research with a comparative casual type. This research has been carried out by many researchers in order to be able to see the level of the relationship between 2 variables without seeing any changes in them. The technique used in this research is multiple regression analysis which is processed using SPSS. This research was conducted in order to determine the influence of organizational culture and employee motivation in PT. Telkom Witel Magelang, especially the consumer service unit. The types of data used in this study are primary and secondary data derived from respondents' answers from questionnaires as well as articles and journals as references.

Based on the explanations of the researchers who stated that the population is a number of individuals who certainly have the same characteristics or traits, the population that can be taken as a sample and can represent each population and the boundaries are very clear. The population in this study amounted to 40 employees consisting of 30 sales and 10 consumer service employees. The sample in this study is to use a saturated sample or also to the technique in determining the sample from each existing member, so that a sample of 40 employees is used in this study.

The measurement of the variables used is a Likert scale. Likert scale is a measuring tool that can be used in measuring a person's behavior, assumptions, and point of view in a social phenomenon. The questions contained in the questionnaire use a scale of 1-5 to represent the opinion of the respondents. Likert scale scores include 1 strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree.

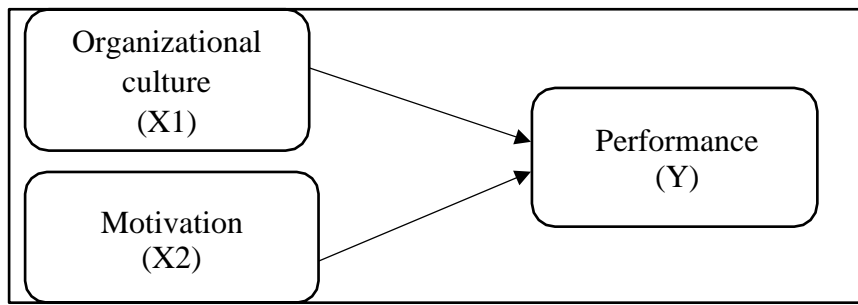


Figure 1. Theoretical Framework

4. RESULTS AND DISCUSSION

4.1. Analysis Results

4.1.1. Validity and Reliability Test

The results of the validity test illustrate that the item is said to be valid if the value of t statistic > r table. Based on the results of SPSS, all items in each variable are valid because the value of r statistic > r table, can be seen in the following table:

Table 1. Validity Test Result

Variable	r statistic	r table	Information
Organizational Culture (X1)	0,745	0,312	Valid
	0,696	0,312	
	0,602	0,312	
	0,777	0,312	
	0,603	0,312	
	0,550	0,312	
Motivation (X2)	0,749	0,312	
	0,501	0,312	
	0,562	0,312	
	0,737	0,312	
	0,387	0,312	
Performance (Y)	0,640	0,312	
	0,842	0,312	
	0,786	0,312	
	0,767	0,312	

Source: processed data, 2022

The results from the table above can be seen that all instrument variables Organizational culture, work motivation and employee performance are categorized as valid because they have a table value smaller than the r-statistic so that it is said to be valid. The results prove that all items in the instrument used are valid.

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Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Taking Decision	Information
Organizational Culture (X1)	0,709	0,6	Reliable
Motivation (X2)	0,629	0,6	
Performance(Y)	0,738	0,6	

Source: processed data, 2022

The variable is declared reliable if the value of Cronbach's Alpha $> 0,6$. Based on the analysis results, the three variables have Cronbach's Alpha values $> 0,6$ so it can be concluded that the variables of Organizational Culture, Motivation, and Performance are reliable.

4.1.2. Descriptive Analysis

Table 3. Characteristics of Respondents

Age		
Category	Frequency	Percentage
20-29	27	67,5%
30-39	11	27,5%
40-49	1	2,5%
>50	1	2,5%
Total	40	100,0%
Gender		
Man	23	57,5%
Woman	17	42,5%
Total	40	100,0%

Source: processed data, 2022

4.1.3. Classic Assumption Test

1) Normality test

The results of the normality test using the One-Sample Kolmogorov-Smirnov Test were 0,053. Where is the value of sig. $> 0,05$ so that the data is normally distributed.

Table 4. One-Sample Kolmogorov-Smirnov Test

N	40
asymp. Sig. (2-tailed)	0,053

Source: processed data, 2022

2) Heteroscedasticity Test

The results of the heteroscedasticity test using Spearman's Rank resulted in a sig value of the Organizational Culture variable (X1) 0,278 and the Motivation variable (X2) 0,313. Each variable has a sig value. $> 0,05$ so it can be concluded that there is no heteroscedasticity in both variables

Table 5. Heteroscedasticity Test Results

Variable	Spearman's rho
	Sig. (2-tailed)
Organizational Culture (X1)	0,278
Motivation (X2)	0,313

Source: processed data, 2022

3) Multicollinearity Test

In the multicollinearity test, each organizational culture variable (X1) and motivation variable (X2) has a tolerance value of 0,813 and a VIF of 1,229. Because each variable has a tolerance value > 0,10 and VIF < 10,0, so there is no multicollinearity.

Table 6. Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Organizational Culture (X1)	0,813	1,229
Motivation (X2)	0,813	1,229

Source: processed data, 2022

4.1.4. Multiple Regression Analysis

Table 7. Multiple Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	6,519	3,116	
Organizational culture	0,174	0,141	0,178
Motivation	0,297	0,084	0,512

Source: processed data, 2022

Based on the table above, the regression model is obtained as follows:

$$Y = 6,519 + 0,174 X1 + 0,297 X2$$

From the regression model, it can be explained:

- 1) The positive value of constant (a) is 6,519. The positive sign indicates that there is a one-way influence between the independent variable and the dependent variable. This matter shows that if all independent variables including organizational culture (X1) and motivation (X2) are 0% or unchanged, then the performance value (Y) is 6,519.
- 2) The regression coefficient value for the organizational culture variable (X1) is 0,174. This value indicates a positive (one-way) effect between organizational culture (X1) and performance (Y) variables. This means that if the organizational culture variable (X1) increases by 1%, the performance variable (Y) will increase by 0,174. Assume the other variables remain the same.

- 3) The regression coefficient value for the motivation variable (X2) is 0,297. This value indicates a positive (one-way) effect between the motivation variable (X2) and performance (Y). which means that if the Organizational Culture variable (X1) increases by 1%, then the Performance variable (Y) will increase by 0,297 with the assumption that other variables remain constant.

4.1.5. Hypothesis Testing

1) T Test

According to the data in the t-test table, it can be concluded that the Organizational Culture Variable (X1) has a sig value. $0,225 > 0,05$ so that there is no effect on performance (Y). While the Motivation variable (X2) has a sig value. $0,001 < 0,05$ then there is an effect on performance (Y).

Table 8. T Test Results

Variable	t	Sig.
Organizational Culture (X1)	1.235	.225
Motivation (X2)	3.543	.001

Source: processed data, 2022

2) F test

Based on the SPSS output, a significance value was obtained. 0,000. Because of the significance value. $< 0,05$, it is in accordance with the basis for decision making in the F test, that Organizational Culture (X1) and Motivation (X2) stimulantly affect performance (Y).

Table 9. F Test Results

Model	F	Sig.
Regression	10,974	0.000

Source: processed data, 2022

4.1.6. Coefficient of Determination (R²)

Table 10. Determination Test Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.610 ^a	0.372	0.338	1,402

Source: processed data, 2022

Based on the SPSS output, the R2 value is 0.372 or equal to 37.2%. This figure shows that the variables of Organizational Culture (X1) and Motivation (X2) stimulantly (together) affect the Performance variable (Y) by 37.2%. While the remaining 62.8% is influenced by other variables not examined in this study.

4.2. Discussion

The results of data analysis explain that organizational culture does not have a significant impact on employee performance. From the t-test, the significance value of 0.225 exceeds the value of 0.05, so it can be concluded that the organizational culture variable (X1) has no effect on employee performance (Y) at PT Telkom Witel Magelang. Based on this description, it can be understood that organizational culture has no significant effect on employee performance (Y) PT Telkom Witel Magelang, because in carrying out performance activities the company's employees must be able to provide an understanding or impact of the formation of organizational culture to all employees. This result is not in line with previous research that the influence of organizational culture on employee performance is significant (Triany et al., 2022). However, the results of this study are in line with research conducted by that organizational culture does not have a significant influence on employee performance (Adam Nurfaizi & Ramdani, 2022 in (Handayani, 2016)). Besides that, this research is supported by previous researchers (Asriandi et al., 2018; Girsang, 2019; Nurhalim et al., 2015) which states that organizational culture has no significant effect on employee performance.

Organizational culture that does not affect employee performance in PT Telkom Witel Magelang This is because the existing organizational culture is not firmly embedded in each member of the organization so that the organizational culture is not able to increase the efficiency and effectiveness of employees at work and in the end the performance of employees cannot be achieved optimally. Deal and Kennedy (1982) in (Shahzad et al., 2012) argues that not only a strong organizational culture has an impact on organizational members but even a weak organizational culture will be able to influence the behavior of organizational members. Therefore, organizations need to strengthen their values and beliefs as the foundation of organizational culture to be able to influence employee behavior that leads to increased work productivity and employee performance.

The results of data analysis show that motivation has a positive and significant effect on employee performance. Through t-test obtained a significance value of 0.001 which is smaller than the value of 0.05 so that it can be concluded that the motivation variable (X2) has an effect on employee performance (Y). The results of data analysis show that motivation has a positive and significant effect on job satisfaction. This means that motivation with the theory of two factors (Herzberg), namely motivators and hygiene factors is measured through nine indicators that have a positive and significant effect on job satisfaction. This gives an indication that the hypothesis is accepted and this implies that the better and the increased motivation given to employees, the employee's job satisfaction will increase. These results support previous research conducted by Triany et al. (2022) that work motivation has a positive effect on employee performance. Based on this research, it can be explained that motivation is very important required by employees in carrying out their duties to achieve high job satisfaction even though according to its nature job satisfaction itself differs from one person to another.

5. CONCLUSION

Based on the results of research conducted at PT. Telkom Witel Magelang, concluded that organizational culture has a positive and insignificant effect on employee performance with a significance value of $0.225 > 0.05$. Work motivation has a significant positive effect on employee performance with a significance value of $0.001 < 0.05$. Organizational Culture, Motivation to Work Together significant effect on employee performance with a significance value of $0.000 < 0.05$ and the percentage of organizational culture and work motivation variables on employee performance is 37.2%.

In any case, this research did not totally sidestep its limits. Researchers are limited in their ability to observe respondents directly while they fill out or answer questionnaires distributed to satisfy field conditions. As a suggestion, the researcher hopes that this research can be the basis for further research and the researcher suggests that further research can add new variables so as to make research more interesting, and can add indicators in research variables so that it can provide many benefits for the future.

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