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ORGANIZATIONAL CULTURE, MOTIVATION, AND TRAINING IN ORDER TO IMPROVE EMPLOYEE PERFORMANCE

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ABSTRACT

The performance of members of an organization is needed to support organizational performance. The performance of employees at the DKI Jakarta Provincial Development Planning Agency will affect the performance of these government agencies.

The purpose of this study is to find out how much the role of organizational culture, motivation, and training in order to improve the performance of employees in the Regional Development Planning Agency of DKI Jakarta Province, both simultaneously and partially.

The method used in this research is descriptive and verification method. The source of the data in this study were employees of the DKI Jakarta Provincial Planning Agency. Primary data was collected by way of questionnaires and interviews with employees BAPPEDA Jakarta. Secondary data was collected by means searches the documents that are relevant to the problem under study.

The results of descriptive data analysis on the research variables indicate that organizational culture, motivation, training, and employee performance in the DKI Jakarta BAPPEDA are in the good category. Organizational culture, motivation, and training have a significant role in order to improve employee performance, which is equal to 72, 2 %. Variable motivation has a role more dominant in order to improve the performance of employees of Bappeda Province of Jakarta as having beta value most, 37, 1 %...

INTRODUCTION

BACKGROUND OF THE RESEARCH

Human resources are a very important factor in a government agency. The running of governance can be seen from the optimal service of the main functions of an agency to the community. A government can be said to succeed if it can achieve its objectives optimally, can provide positive changes to its environment, and improve work performance coupled with the development of human resources.

The West Java Provincial Development Planning Agency as one of the government agencies that has a role in development planning (Law No. 25 of 2004) The Head of the West Java Province Bappeda is responsible for the main tasks and planning functions (Law Number 23 of 2014 concerning Regional Government, and PP RI Number 18 of 2016 concerning regional apparatus).

The performance of an organization is not only seen from one level, namely the *top level manager*, but all levels of management include the *middle manager* and staff. With the above understanding it can be interpreted that the performance of the organization in this case the government agency is very dependent on the performance of each employee in the agency.

The government has issued regulation No. 46 of 2011 concerning the Assessment of the Performance of Civil Servants (PNS), as a complement to Government Regulation Number 10 of 1979 concerning the Assessment of Civil Servants' Work. The civil servant work performance assessment combines the Employee Work Target (SKP) assessment, with an assessment weight of each SKP element of 60%, and a Work Behavior (PK) of 40%.

**Table 1.1 Employee Performance Value Standards**

No.	Value (%)	Category
1	91 - Upwards	Very good
2	76 - 90	Well
3	61 - 75	Enough
4	51 - 60	Less
5	50 - Down	Bad

Source:

Nonor 46 Year 2011 government regulation, Article 15 paragraph 1 and article 17

From the data that has been obtained for the average value of Employee Performance Target (SKP) and Civil Service Work Behavior for the period January to December 2017, we can see some facts presented, namely:

Based on data from the Recapitulation of Employee Work Target Assessment (SKP) and Employee Work Behavior at the BAPPEDA of West Java Province, January - December 2017, the results of the average achievement have been very good, which is around 95.73 with excellent Work Achievement scores. But if you see all employee work units there are still those who get a total value below the number 90.

The thing that causes the total value has not reached the target set by the agency, namely the SKP value and uneven employee work behavior. For this reason, employees must improve their performance so that it is better to be able to reach the target set by the agency, which has a total value above the number 90.

Based on the results of preliminary observations regarding the results of the total SKP value and Work Behavior that have not met the targets set by the agency caused by the following:

1. Employees collect reports exceeding the time limit set.
2. Employees do not pay attention to the neatness of reports that are done.
3. Employee attendance low, so that the tasks to be done to grow and are not resolved properly.
4. Employees are less responsible for work and less initiative to work on reports quickly.
5. Employees lack communication with fellow co-workers or leaders regarding reports that are carried out so that the results achieved are not satisfactory.

With some indications as mentioned above, it can be concluded that the level of performance of employees of West Java Province Bappeda is still low. According to Siagian (2002: 124), employee performance is influenced by several factors, namely compensation, employee training, work environment, work culture, leadership, motivation, work satisfaction discipline, communication and other factors.

Table 1.2 Distribution of BAPPEDA Employees in West Java Province Based on Education Level

No.	Educational level	Number of Employees (People)	Percentage (%)
1	Basic Education	9	6.43
2	Junior High School equivalent	8	5.71
3	High school equivalent	26	18.57
4	D-3	7	5.00



5	D-4	4	2.86
6	Bachelor degree	36	25.71
7	S-2	48	34.29
8	S-3	2	1.43
total		140	100

Source: Regional Development Planning Board of West Java Province, 2018

From the above explanation, the authors are interested to examine more deeply so that it can be a learning material in terms of improving the performance of government services and the future will come. Based on this, the author took the research title:

"The Effect of Organizational Culture, Motivation and Training on Employee Performance at the Regional Development Planning Board of West Java Province".

1.2 Identification of Problems and Formulation of Problems

1.2.1 Problem Identification

1. There are still employees who are slow to finish work.
2. There are still work results of employees who are not in accordance with predetermined targets.
3. There are still employees who get performance scores below the Ninety number
4. There are still employees who get the employee work target value (SKP) and the value of work behavior is not in accordance with RI Order Regulation No.46 of 2011.
5. There are still employees who are not good at communicating with regional equipment.
6. There are still employees who are not careful in examining document files as a result of coordination with regional officials.
7. There are still employees who have not yet realized that the tasks carried out are the overall performance of the organization.
8. Relationships that are still awkward between leaders and subordinates.
9. There are still leaders who are guided only by rules and procedures, so that employee creativity is hampered.
10. There are still employees who think without increasing their performance, they will still get paid.
11. Placement of employees still does not fill the right position.
12. Employee complaints about uneven training.

1.2.2 Problem Formulation

1. What is the organizational culture at the BAPPEDA of West Java Province?
2. What is the motivation for work at the BAPPEDA of West Java Province?
3. What is the training at the West Java Province BAPPEDA?
4. How does the organizational culture, work motivation and training influence the performance of employees of the BAPPEDA West Java Province partially and simultaneously?

1.3 Research Objectives

The objectives of this study are:

1. To examine the influence of organizational culture on the performance of BAPPEDA employees in West Java Province.
2. To examine the effect of motivation on the performance of BAPPEDA employees in West Java Province.
3. To examine the effect of training on the performance of BAPPEDA employees in West Java Province.
4. To examine the influence of organizational culture, motivation and training on the performance of BAPPEDA employees in West Java Province.

1.4 Usability of Research

1. For the Regional Development Planning Board of West Java Province :
As information material to further improve the performance of employees in the work environment of BAPPEDA, West Java Province.



2. For other parties :
 - a. As a contribution to scientific literature in the field of human resource management.
 - b. Reference material for research and writing scientific papers in the field of human resource management on the same problem.

LITERATURE REVIEW, THINKING FRAMEWORK / PROBLEM SOLVING APPROACH AND HYPOTHESIS

Literature review

2.1.1. Organizational culture

Organizational culture is a shared perception adopted by its members or a system of shared meaning (Robbins, 2002: 247).

Organizational culture is something that results from daily interactions in organizations (Littlejohn & Foss, 2005: 258). Organizational culture is a set of beliefs, hopes and values shared by members of the company and passed down from one generation to the next (Wheelen and Hunger, 2009: 236).

Robbins and Judge (2013: 512): "Organizational culture to a system of shared meaning held by members of the organization from other organizations."

Schein (2010: 18) : "Organizational culture can be defined as a pattern of shared basic assumptions learned by a group as it solved its problem of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as a way to perceive, think, and feel in relation to those problems. "

2.1.2 Motivation

Motivation as a condition that moves people towards a particular goal (Fillmore H. S tanford in Mangkunegara, 2001: 93).

Motivation work activation as an influential condition generates, directs and maintains behaviors related to the work environment (Ernest J. McCormick in Mangkunegara , 2001: 94).

Motivation means giving motives. Motives here are goals that can be stimuli. Without the stimulation of the employees, they are less visible and will save their maximum abilities and will tend to be lazy (Suwatno and Priansa , 2011: 171) .

Motivation is a process that determines the intensity, direction and perseverance of individuals in trying to achieve goals (Robbins , 2006: 213) .

Motivation is "impetus, effort and desire that is in man which activate, energize and redirect the behavior to perform the tasks well within the scope of his work " (Hakim , 2006: 167) .

Motivation comes from the basic motive, which means a stimulus, the desire and the driving force of one's willingness to work. Motivation is the gift of power that creates the enthusiasm of one's work so that they want to cooperate effectively and integrated with all their efforts to achieve goals (Hasibuan , 2001: 143) .

2.1.3 Training

Andrew E. Sikula (in Mangkunegara , 2001: 44) : " Training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn knowledge and technical skills in limited goals.

Training is a systematic process to change the behavior of employees to achieve organizational goals (Riva, 2004: 295).



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Sutrisno (2009: 109) : Job training is intended to equip employees with the right skills and ways to use work equipment. For that job training is required not only as a supplement will but at once to provide base- knowledge base.

According to Bernadin and Russel in Gomes (2003: 197) , training is every effort to improve the performance of its responsibilities, or a job that has to do with its work.

While Yuniarsih and Suwatno (2008: 134) suggest that training is one of the factors in the development of human resources. Training not only increases employee knowledge, but also increases skills that result in increased work productivity.

Ivancevich in Sutrisno (2009: 72) shortly define Training in an effort to improve employee performance in his current job or in another job that will he held immediately. In connection with this definition, Ivancevich in Marwansyah (2010: 154) suggests a number of important points outlined below. Training is "a systematic process for changing one's work behavior / employee group in an effort to improve organizational performance". Training is related to the skills and abilities needed for the work currently done. Training is oriented towards the present and helps employees to master specific skills and abilities (competencies) to succeed in their work.

From the above understanding can be drawn a conclusion that training is a systematic process to improve knowledge, skills and behavior in order to support the achievement of organizational goals in a job.

2.2. Thinking Framework

Organizational culture is a style and way of life of an organization which is a reflection of the values or beliefs adopted by all members of the organization (Robbin and Judge, 2008: 256) .

Motivation is a condition that is attempted by the employee itself by getting encouragement from outside and inside to take action in an effort to achieve predetermined results (Maslow in Robbins, 2006: 214).

Training is the process of systematically changing employee behavior to achieve organizational goals (Rivai, 2004: 295).

Employee performance is as a result of work achieved by individuals that is adjusted to the role or task of the individual in a company for a certain period of time, which is associated with a measure of value or certain standards of the company where the individual works (Hakim, 2006: 66).

Previous research shows that there is a significant influence between organizational culture, motivation, and training with employee performance. Several studies have examined the relationship between organizational culture and its performance is the result of Nurjanah's (2008) study which states that there is a positive influence between organizational culture and employee performance, in line with Nurjanah in his journal Winardi, et al (2011) states that organizational culture has a positive influence on the performance. Then the relationship between motivation and employee performance, including Suharto and Cahyono in Siswan, (2015), the effect of work motivation on performance shows a positive and significant relationship. Likewise, research conducted by Alvin Arifin, Djahmur Hamid and M. Soe'oad Hakam (2014), states that motivation has a significant influence on employee performance on CV. Catur Perkasa Manunggal. While related to training with performance is the result of research conducted by Ardiansyah, M. Al Musadieq and Ika Ruhana (2014), the results of the study show that training has a positive and significant effect on the performance of employees in the Research and Development Department of PT. Gatra Mapan Malang. Likewise, the research of Leonardo Agusta and Eddy Madiono Sutanto (2013) prove that training has a positive and significant effect on employee performance at CV Haragon Surabaya.

2.3. Hypothesis

Based on the literature review and the above framework, the author formulates the research hypothesis as follows:

2.3.1. Organizational culture plays a role in improving the performance of BAPPEDA employees in West Java Province,



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- 2.3.2. Motivation plays a role in enhancing the performance of BAPPEDA employees in West Java Province
 2.3.3. Training plays a role in improving employee performance BAPPEDA West Java Province
 2.3.4. Culture organisation, Motivation, and Training, simultaneously play a role in improving employee performance BAPPEDA West Java Province.

RESEARCH METHODS

3.1. Method Used

The research method used is descriptive and verification. Descriptive research is used to get an overview of the variables under study. Verification research is used to test the truth of the hypothesis above.

3.2. Time and Place of Research

The time of the study was carried out for approximately three months, including research, research, and preparation of research reports.

The study was conducted at the BAPPEDA of West Java Province.

3.3. Research design

Research design describes all the processes needed in planning and conducting research. Starting from the preparation steps, namely background problems, problem identification, problem limitation, and problem formulation. Furthermore, the literature study is carried out until the research hypothesis. The research process ends with conclusions and suggestions.

3.4. Definition and Operationalization of Variables

The variables studied were: organizational culture, motivation, and training, which plays a role in order to p Increased employee performance BAPPEDA West Java Province.

The symbols used for the four variables above are: X_1 for organizational culture, X_2 for motivation, X_3 for training, and Y for employee performance.

The above variables are measured using a research instrument in the form of a closed questionnaire that meets the *Likert* scale. For each answer given a score, and the score obtained has an ordinal level of measurement.

3.5. Sources and Data Collection Techniques

3.5.1. Data source

The data source in this study was employees at the BAPPEDA of West Java Province.

3.5.2. Data collection technique

The data in this study were collected in the following ways. Primary data is collected by way of questionnaires and interviews with employees BAPPEDA of West Java. Secondary data was collected by means searches the documents that are relevant to the problem under study.

3.6. Data Determination Techniques

The sample size in this study is calculated by the Slovin formula in the book Husaein Umar (1998: 77-78) as follows:

$$n = \frac{N}{1 + NE^2}$$

Where:

n = Sample Size

N = Population Size

E = Percent Allowance is not accurate because of a picking error that can still be tolerated or desired for example 10%

With a population of 140 PNS in the Regional Development Planning Board of West Java Province, the samples taken based on the formula are:



$$n = \frac{140}{1+140(0.1)^2} = 58,34 \approx 59 \text{ people}$$

3.7. Draft Analysis and Hypothesis Test

3.7.1 Analysis Design

After the data from all respondents and other data sources are collected, the steps are as follows:

- 1) Grouping data based on variables.
- 2) Tabulate data based on variables.
- 3) Presenting data for each variable studied.
- 4) Perform calculations to answer the problem statement.
- 5) Perform calculations to test the hypothesis that has been done. In analyzing and interpreting data, descriptive analysis and verification analysis are used.

3.7.2 Descriptive Analysis

Descriptive analysis is an analysis used to analyze data by describing or describing data that has been collected as it is without intending to make conclusions that apply to the general or generalizations (Sugiyono , 2012: 147) ". To calculate the respondent's answer index is done by the formula as follows:

$$\text{Answer Score} = (F1 \times 1) + (F2 \times 2) + (F3 \times 3) + (F4 \times 4) + (F5 \times 5)$$

Where:

- F1 is the frequency of the respondent's answer which is worth 1.
- F2 is the frequency of the respondent's answer which is worth 2.
- F3 is the frequency of the respondent's answer which is worth 3.
- F4 is the frequency of the respondent's answer which is worth 4.
- F5 is the frequency of the respondent's answer which is worth 5.

To determine the overall descriptive analysis based on the scores were fed into the continuum measurement line is determined by the way:

Maximum Index Value: Highest Score x Number of Questions x Number of samples

$$\text{Score Percentage} = \frac{\text{Actual Score}}{\text{Ideal Score}} \times 100\%$$

Source: Umi Narimawati (2008: 85)

Actual Score is the answer of all respondents to the questionnaire that has been submitted. The ideal score is the highest score or weight or all respondents are assumed to choose the answer with the highest score.

3.7.3 Analysis of Multiple Linear Regression

According Sugiyono (2012: 277) , multiple linear regression analysis is: "The analysis used the researcher, when intend predict how the situation (rise and fall) the dependent variable (criterion), when two or more independent variables as a factor predictor manipulated (increased or decreased, value). "

To use this analysis technique the conditions that must be met include the following:

- a. Data must be at intervals;
- b. The independent variable consists of more than two variables;
- c. Dependent variable consists of one variable;
- d. The relationship between variables is linear. This means that all independent variables affect dependent variables;
- e. There should not be multicollinearity, meaning that the free variables cannot correlate too high, for example 0.9 or too low, for example 0.01;
- f. Autocorrelation may not occur. Autocorrelation will occur if the Durbin and Watson numbers are <1 or >3 on a scale of 1-4;



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- g. If you want to test the alignment of the model (goodness of fit), then the deviation used standard errors. For criteria used by looking at the Standard Error of Estimate (SEE) as compared with the value of deviation standard (Standard Deviation). If the number of Standard Error of Estimate (SEE) < standard deviation (Standard Deviation), then the model is considered harmonious; and
- h. Feasibility of the regression model is measured using significance values. The regression model is feasible and can be used if the significance number is < 0,05 (with a precision of 5%) or 0.01 (with a precision of 1%)

Multiple linear regression analysis aims to explain the magnitude of the influence of Organizational Culture, Motivation and Training on Employee Performance. The general linear multiple equation analysis to test the hypothesis in this study are as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Source: Husein Umar (2011: 213)

The regression models in this study are:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Information:

Y = Employee Performance

X₁ = Organizational Culture

X₂ = Motivation

X₃ = Training

a = Constants is a bound value which in this case is Y when the free variable is 0 (X₁ and X₂ = 0)

β₁ = Multiple regression coefficients between independent variables X₁ against the dependent variable Y, if the other independent variables are considered constant.

ε = Interference factors outside the model (error)

The meaning of β coefficient is if the value of β is positive (+), it shows a unidirectional relationship between the independent variable and the dependent variable in other words, the increase or decrease in the magnitude of the independent variable will be followed by an increase or decrease in the size of the dependent variable. Whereas if β is negative (-), it shows the opposite relationship between the independent variable and the dependent variable. In other words, any increase in the value of the independent variable will be followed by a decrease in the value of the dependent variable and vice versa.

Next to find out whether the existing relationship has a certain level factor, then you must look at two things. First, there is (in the real or meaningful sense) or there is no link between Employee Performance (Y) with Organizational Culture (X₁), Motivation (X₂), and Training (X₃), can be illustrated through the causal structure of research as shown 3.1:

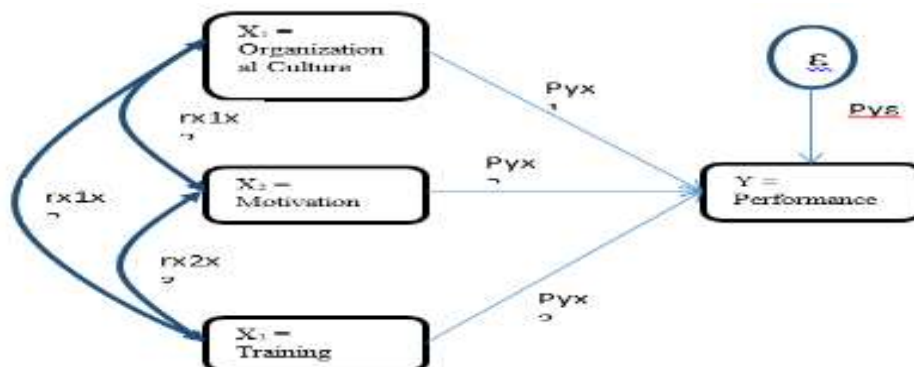


Figure 3.1 Diagram structure between Organizational Culture, Motivation, and Training, with Performance

**RESULTS AND DISCUSSION****4.1. Research result****4.1.1. Overview of Research Objects**

In 1969 the Province of West Java DT I formed a Regional Planning Agency (BAPEDA) based on Governor's Decree Number 163 of 1969.

The recognition and recognition of the Provincial Java Provincial Planning Board of West Java was carried out by Presidential Decree No. 15 of 1974.

For the regency and city level, West Java Province has established a regional and district level Planning Agency with the Decree of the Governor of West Java Province No. 43 of 1972 on the establishment of the Agency Designers Development municipality called BAPPEMKO for Municipal and BAPPEMKA for the District.

4.1.2. Descriptive Research Results**4.1.2.1. Organizational culture**

The study was conducted through the 10-point declaration to present the indicators of organizational culture variables (X_1), with the following results:

Table 4.1 Distribution of Respondents' Answers to the variable Organizational Culture (X_1)

No.	Statement	Score
1.	In carrying out its duties, West Java Bappeda employees work creatively and innovatively.	85.1
2.	West Java Bappeda employees are given the freedom to complete tasks with different styles from the direction of the leadership	76.3
3.	All West Java Bappeda employees are careful in completing work	72.2
4.	West Java Bappeda employees always carry out analysis and attention to work details	78.3
5.	Leaders focus more on results compared to the techniques and processes used to complete work	67.8
6.	The leader always considers the effect of each policy on West Java Bappeda employees	72.9
7.	Work activities are formed in teams rather than individuals	78.3
8.	Leaders always encourage West Java Bappeda employees to be aggressive in competing positively.	77.6
9.	Leaders always encourage West Java Bappeda employees to always be competitive with other employees.	75.3
10.	Organizational activities emphasize the preservation of the ways of working that exist today.	75.3
Average		75.9



Table 4.1 Distribution of Respondents' Answers to the variable Organizational Culture (X₁)

No.	Statement	Score
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Source: Results of questionnaire data processing, 2018

The average score of 75 , 9 , shows that the organizational culture is in a good category.

4.1.2.2. Motivation

The study was conducted through 6 items that presented indicators of motivation variables (X₂), with the following results:

Respondents' Distribution of Answers to Motivation variables (X₂)

No.	Statement	Score
1.	The incentive system provided by the organization to employees of West Java Bappeda increases employee motivation	75.9
2.	West Java Bappeda employees have never been threatened by anyone while working at Bappeda	78.3
3.	Bappeda has provided adequate facilities to support employee work	75.9
4.	West Java Bappeda employees can socialize well among fellow employees and leaders.	80.0
5.	Leaders need employees to help with their work	81.0
6.	West Java Bappeda employees have been satisfied with the work performance achieved so far?	70.5
Average		76.9

Source: Results of questionnaire data processing, 2018

The average score is 76 , 9 , indicating that the organizational culture is in a good category.

4.1.2.3. Training

The study was conducted through 8 items that presented indicators of training variables (X₃), with the following results:

Respondents' Distribution of Answers to the Training variable (X₃)

No.	Statement	Score
1.	The instructor's qualifications are adequate in providing training	71.9
2.	Training participants are in accordance with the requirements set by the organization	73.6
3.	The training participants were eager to take part in the training	79.0
4.	The material provided is in accordance with the training objectives	78.0
5.	The material provided is the most recent	78.6



6.	The training method chosen for the participants matches the material provided	79.7
7.	The training material provided aims to meet organizational needs in improving performance	77.3
8.	The results of training for employees, can improve the quality of employees that are useful for the organization	81.0
Average		77.4

Source: Results of questionnaire data processing, 2018

The average score of 77, 4, indicates that training is in a good category.

4.1.2.4. Employee Performance

The study was conducted through 7 items that presented indicators of motivation variables (X_2), with the results as in Table 4.4.

The average score of 77, 5, indicates that training is in a good category.

4 Distribution of Respondents' Answers to Performance variables (Y)

No.	Statement	Score
1.	The work of West Java Bappeda employees has reliable quality	75.9
2.	The work volume of West Java Bappeda employees produces in accordance with predetermined standards	78.0
3.	West Java Bappeda employees carry out the same routine tasks every year	77.6
4.	All employees of Bappeda West Java can complete the work provided in a timely manner	76.6
5.	The leader always chooses competent HR in completing work	74.6
6.	West Java Bappeda employees have maximized their ability to complete work	77.6
7.	West Java Bappeda employees have responsibility for the tasks assigned by the leadership.	82.0
Average (Percent)		77.5

Source: Results of questionnaire data processing, 2018

4.1.3. Results of Multiple Linear Regression Analysis

Multiple regression analysis is used by the researcher, if the researcher intends to predict the state of (dependent on) the dependent variable (criterion), if two or more independent variables as *predictor factors* are manipulated (increase in value) (Sugiyono, 2012: 275) .



Table 4. 5 Results of Multiple Regression Analysis Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.754	1,946		.387	.700
Organizational Culture (X1)	.254	.92	.282	2,754	.008
Motivation (X2)	.436	.126	.371	3,456	.001
Training (X3)	.254	.105	.303	2,430	.18

a. Dependent Variable: Performance (Y)

The table above shows the equation of multiple regression analysis of organizational culture (X₁), motivation (X₂) and training (X₃) on performance (Y) are as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.754 + 0.254X_1 + 0.436X_2 + 0.254X_3$$

Based on the multiple regression equation, conclusions can be explained as follows:

1. The constant (a) is 0.754, meaning that if all the independent variables (organizational culture, motivation and training) are zero (0), then the dependent variable (performance) is worth 0.754.
2. Organizational culture variables obtain a value of 0.254, this indicates that organizational culture has a positive coefficient direction on performance. This means that if the organizational culture is good, then the performance will rise, whereas if the organizational culture falls, the performance will decrease.
3. The motivation variable obtained a value of 0.436, this indicates that motivation has a positive coefficient direction on performance. This means that if the motivation improves, then the performance will go up, whereas if Motivation goes down, the performance will decrease.
4. The training variable obtained a value of 0.254, this indicates that training has a positive coefficient direction on performance. This means that if the training rises, then the performance will rise, conversely if the training goes down, the performance will decrease.

4.1.4. Hypothesis Test Results

4.1.4.1. Simultaneous Test (Test- F)

Simultaneous significance test (F-test) is used to determine whether or not there is an influence of independent variables together (simultaneous) on the dependent variable. The hypothesis used in this study, namely:

H₀: There is no significant role in organizational culture, motivation and training simultaneously in order to improve the performance of employees of the Bappeda in West Java Province.

H₁: There is a significant role between organizational culture, motivation and training simultaneously in order to improve the performance of employees of the Bappeda in West Java Province.

The criteria for determining significance are as follows:

- 1) If $F_{count} \geq F_{table}$ or $sig < 0.05$, then H₀ is rejected, H₁ is accepted.
- 2) If $F_{count} < F_{table}$ or $sig > 0.05$, then H₀ is accepted, H₁ is rejected.



Table 4.6 Simultaneous Hypothesis Test Analysis (Test F) ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	813,548	3	271,183	47,682	.000 ^a
	Residual	312.802	55	5.687		
	Total	1126,350	58			

a. Predictors: (Constant), Training (X3), Organizational Culture (X1), Motivation (X2)

b. Dependent Variable: Performance (Y)

Source: Results of SPSS Data Processing, 2018

Based on the table, it is known that the value of F_{count} is equal to 47,682 with a significance value (*sig.*) Of 000 . The F_{table} with $df_1 = 3$ and $df_2 = 59 - 3 - 1 = 55$ is 2.77. This shows that $F_{count} (47,682) > F_{table} (2,77)$ or $Sig. (0,000) > 0.05$. Based on these provisions can be seen that H_0 is rejected H_1 accepted. This shows that there is a significant effect of organizational culture, motivation and training simultaneously on the performance of employees of the Bappeda in West Java Province .

4.1.4.2. Partial Test (Test- t)

The t test is used to determine whether the independent variables partially influence significantly or not on the dependent variable.

Table 4. 7 Partial Hypothesis Test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Si g.
	B	Std. Error	Beta		
1 (Constant)	.754	1,946		.387	.700
Organizational Culture (X1)	.254	.92	.282	2,754	.008
Motivation (X2)	.436	.126	.371	3,456	.001
Training (X3)	.254	.105	.303	2,430	.18

a. Dependent Variable: Performance (Y)

Source: Results of SPSS Data Processing, 2018

Hypothesis testing influences organizational culture on the performance of Bappeda employees in West Java Province

The hypothesis used in this correlation test, namely:

H_0 : There is no significant effect of organizational culture on the performance of employees of the Bappeda in West Java Province .

H_1 : There is a significant influence of organizational culture on the performance of employees of the Bappeda in West Java Province .

A criterion in determining significance a is as follows:

1) If $t_{count} \geq t_{table}$ or $sig < 0,05$, then H_0 is rejected, H_1 is accepted.

2) If $t_{count} < t_{table}$ or $sig > 0,05$, then H_0 is accepted, H_1 is rejected.

Based on the table above, to test the hypothesis of the influence of organizational culture on the performance of employees of the West Java Provincial Planning Agency, it is known that the value of t_{count} is equal to 2.754 with a significance value (*sig.*) Of 0.008. The t_{table} ($df = 59-3 = 57$) is 2,002 . This shows that $t_{count} (2.754) > t_{table} (2,002)$ or $Sig. (0.008) < 0.05$ ($\alpha = 5\%$). Under these provisions can be seen that



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H_0 is rejected H_1 accepted. This shows that there is a significant influence of organizational culture on the performance of employees of the Bappeda in West Java Province.

Hypothesis testing of the influence of motivation on the performance of employees of the Bappeda in West Java Province.

The hypothesis used in this correlation test, namely:

H_0 : There is no significant effect of motivation on the performance of employees of West Java Provincial Bappeda .

H_1 : There is a significant effect of motivation on the performance of Bappeda employees in West Java Province .

The criteria for determining significance are as follows:

- 1) If $t_{count} \geq t_{table}$ or $sig < 0,05$, then H_0 is rejected, H_1 is accepted.
- 2) If $t_{count} < t_{table}$ or $sig > 0,05$, then H_0 is accepted, H_1 is rejected.

Based on the table above, to test the hypothesis of the influence of motivation on the performance of employees of the West Java Province Planning Agency it is known that the value of t_{count} is equal to 3.456 with a significance value (*sig.*) Of 0.001. The t_{table} ($df = 59-3 = 56$) is 2,002 This shows that $t_{count}(3,456) > t_{table}(2,002)$ or *Sig.* (0.001) < 0.05 ($\alpha = 5\%$). Under these provisions can be seen that H_0 is rejected H_1 accepted. This shows that there is a significant effect of motivation on the performance of employees of the Bappeda in West Java Province.

Hypothesis testing of the effect of training on the performance of employees of the Bappeda in West Java Province.

The hypothesis used in this correlation test, namely:

H_0 : There is no significant effect of training on the performance of employees of the Bappeda in West Java Province .

H_1 : There is a significant effect of training on the performance of employees of the Bappeda in West Java Province .

The criteria for determining significance are as follows:

- 1) If $t_{count} \geq t_{table}$ or $sig < 0,05$, then H_0 is rejected, H_1 is accepted.
- 2) If $t_{count} < t_{table}$ or $sig > 0,05$, then H_0 is accepted, H_1 is rejected.

Based on the table above, to test the hypothesis of the effect of training on the performance of employees of the West Java Province Bappeda it is known that the value of t_{count} is equal to 2,430 with a significance value (*sig.*) Of 0.018. The t_{table} ($df = 59-3 = 56$) is 2,002 This shows that $t_{count}(2,430) > t_{table}(2,002)$ or *Sig.* (0.018) < 0.05 ($\alpha = 5\%$). Under these provisions can be seen that H_0 is rejected H_1 accepted. This shows that there is a significant effect of training on the performance of employees of the Bappeda in West Java Province.

4.2. Discussion of Research Results

4.2.1. Description of Research Variables

4.2.1.1. Organizational culture

On average, the organizational culture in the West Java Province Bappeda falls into the good category. Of the ten indicators, one indicators in the category very well, that is creative and innovation. The four indicators fall into the good category, but are above the average value, namely: " freedom to complete tasks with different styles from the direction of the leadership "; " Do analysis and attention to detail work "; " Work activities are formed in teams rather than individuals "; and " being aggressive in competing positively" .

The four indicators are in the good category but are still below the average value , namely: "careful in completing work"; "Consideration of the influence of each policy on employees of West Java Bappeda"; "Encourage employees to always be competitive with other employees"; " Emphasis retention of existing ways of working this time" . One indicator falls into a fairly good category, namely "the leader focuses more on the results compared to the techniques and processes used to complete the work.



4.2.1.2. Motivation

Motivation in the Bappeda of West Java Province is measured into 6 indicators divided into several categories. Indicators included in the category are either indicated by indicators of Protection, Received by others, and Recognition from others by statement " Bappeda West Java employees have never been threatened by anyone while working at Bappeda "; "West Java Bappeda employees can socialize well among fellow employees and leaders"; and "Leaders need employees to help their work".

Whereas the indicators included in the good category but below the average are indicated by basic life needs indicators, Guaranteed physical needs are met, and desired achievement with the statement "The incentive system provided by the organization to West Java Bappeda employees increases employee motivation"; "Bappeda has provided adequate facilities to support the work of employees"; and "Bappeda West Java employees have been satisfied with the work performance achieved so far".

4.2.1.3. Training

Measured training into 8 indicators divided into several categories. Indicators included in the good category are indicated by the spirit of training, according to the objectives of the training, the latest material and how to present it with the statement "Training participants are eager to attend training"; "The material provided is in accordance with the training objectives"; "The material provided is the most recent"; "The training method chosen to participants fits the material provided".

Indicator included into either category but below the average shown by the indicator qualification adequate accordance with the terms and fulfillment of the needs of the organization with the statement "the instructor qualification is sufficient in training"; "Training participants according to the requirements set by the organization "; and " Training participants according to the requirements set by the organization ".

4.2.1.4. Employee Performance

Employee performance measured by 7 indicators , obtained an average value of 77.5. Four indicators entered into the category of either above average, indicated by indicators of Fulfillment of results in numbers, Cycle of work activities, Maximizing capabilities possessed and Responsibilities with statements " The work volume of West Java Bappeda employees produces in accordance with predetermined standards "; "West Java Bappeda employees carry out the same routine tasks every year"; "West Java Bappeda employees have maximized their ability to complete work" and "West Java Bappeda employees have responsibility for the tasks assigned by the leadership". Whereas the indicators included in the good category but below the average are indicated by the indicators of optimal work results, according to the time and use of HR with the statement "The work results of West Java Bappeda employees have reliable quality"; "All employees of West Java Bappeda can complete the work given in a timely manner" and "The leader always chooses competent HR in completing work".

4.2.2. Hypothesis Testing Results

4.2.2.1. The Role of Organizational Culture in the Context of Increasing the Performance of Employees at the BAPPEDA Prov. DKI JAKARTA

In a manner partially contained significant role of organizational culture in order to improve employee performance Bappeda West Java Province.

This shows that if the organizational cultural value increases, employee performance will increase, on the contrary if the organizational cultural value decreases, the employee's performance will decrease.

The results of this study are in line with the theory revealed by Tiernay quoted by Djokosantoso (2003: 42) that the better the quality of the factors contained in organizational culture the better the performance of the organization. In addition, this is in line with previous research conducted by Nurjanah (2008) which states that there is a positive influence between Organizational Culture and Employee Performance, in line with Nurjanah in his journal Winardi, et al (2011) stating that organizational culture has a positive influence on performance.



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4.2.2.2. Motivation Role In Employee Performance Improvement Framework BAPPEDA Provinsi JAKARTA

The results of the analysis show that there is a significant role for motivation in order to improve the performance of employees of the Bappeda in West Java Province.

This shows that if motivation increases, employee performance will increase, on the contrary if motivation decreases, employee performance will decrease.

The results of this study are in line with the results of previous studies conducted by Suharto and Cahyono in Siswan (2015), the effect of work motivation on performance shows a positive and significant relationship. Likewise, research conducted by Alvin Arifin, Djamhur Hamid and M. Soe'od Hakam (2014), states that motivation has a significant influence on employee performance on CV. Catur Perkasa Manunggal.

4.2.2.3. Role of Training in the Context of Employee Performance Improvement BAPPEDA Provinsi JAKARTA

There is a significant role for training in improving the performance of employees of the Bappeda in West Java Province. This shows that if the training value increases, employee performance will increase, whereas if the training value decreases, the employee's performance will decrease.

The results of this study are in line with previous research conducted by Ardiansyah, M. Al Musadieg and Ika Ruhana (2014), the results of the study showed that training had a positive and significant effect on the performance of employees in the Research and Development Department of PT. Gatra Mapan Malang. Likewise, the research of Leonardo Agusta and Eddy Madiono Sutanto (2013) prove that training has a positive and significant effect on employee performance at CV Haragon Surabaya.

4.2.2.4. The Role of Organizational Culture, Motivation, and Training, in the context of Increasing the Performance of Employees of DKI Jakarta Provincial BAPPEDA

The simultaneous hypothesis testing shows that there is a significant role for organizational culture, motivation and training simultaneously in order to improve the performance of employees of the Bappeda in West Java Province. The original coefficient of determination shows that organizational culture, motivation and training in performance improve performance by 72.2%, while the remaining 27.8% is the role of other factors not examined in this study.

While based on multiple regression analysis of organizational culture, motivation and training on performance obtained by the equation $Y = 0.754 + 0.254X_1 + 0.436X_2 + 0.254X_3$. This provision shows that the organizational culture has a positive coefficient direction on performance, meaning that if the organizational culture rises, then the performance will rise, whereas if the organizational culture goes down, the performance will decrease. H al this applies also to the variable motivation, ie if the motivation rises then the performance will go up, otherwise j i ka motivation goes down then the performance will go down. as well as training , if the training rises then the performance will go up, conversely if the training goes down then the performance will decrease.

By looking at the above equation it can be seen that the Motivation variable has a dominant role in order to improve employee performance because it has the largest beta value.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

5.1.1 Organizational culture in the West Java Province Bappeda is good in terms of innovation, dare to take risks, conduct analysis, organizational collaboration and aggressiveness , but still lacks in several respects, namely : (1) Accuracy in completing work; (2) The final results are considered more than the completion process; (3) Policies towards employees still have not had a positive effect; (4) Encouragement of being competitive among employees; (5) maintain the current way of working.



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Organizational culture in the West Java Province Bappeda has been good but there are still some things that must be improved in an effort to boost employee performance.

5.1.2. The motivation of employees Bappeda West Java province is already well on the elements of potential protective, reception by others, and recognition by others, but is still lacking in some respects such as: (1) The system of incentives provided to employees; (2) facilities to support the work of employees; (3) Employee satisfaction with work performance achieved.

5.1.3. Training at the West Java Province Bappeda has been good but there are still a number of things that must be corrected in an effort to boost employee performance.

Training at the West Java Province Bappeda has been good for the spirit of training, training methods, the latest training material and how to present it, but it is still lacking in several ways such as: (1) Qualification of instructors to provide training; (2) Training participant requirements are still not appropriate; (3) The material provided does not meet the needs of the organization.

5.1.4. Employee performance in the West Java Province Bappeda is good but there are still some elements that must be improved.

The performance of employees of the West Java Province Planning Agency has been good at the quantity of work, work cycle, maximizing capabilities and responsibilities but apparently still lacking in several ways such as: (1) The quality of work for employees has not been reliable; (2) Settlement of work not on time; (3) Selection of HR does not match the type of work provided.

5.1.5. Organizational culture, motivation and training play a positive and significant role in order to improve employee performance. In a manner partial, motivation has a role in most, followed by the culture of the organization, then training, in improving employee performance Bappeda West Java Province.

5.2. Suggestion

Based on the above conclusions, the author presents the following remedies:

5.2.1. To improve organizational culture lacking elements, among others: (1) The head gives an example to be more careful in completing the work; (2) P roses in the completion of the work need to be considered apart from the final result to be achieved; (3) Making policies that pay more attention to employees at work; (4) Leaders communicate more often to encourage them to be competitive with other employees; (5) Required adjustments to work methods that are more modern and based on Information Technology.

5.2.2. There needs to be improvement in the element of motivation that is lacking, among others: (1) creating an incentive system policy that is in line with the workload; (2) adding facilities to support employee work; (3) awarding and bonuses for employee performance.

5.2.3. Improving the training elements that are lacking include: (1) establishing training instructor qualification standards; (2) provide socialization regarding training participant requirements; (3) evaluating the material before the material is given, so that the material provided can support organizational performance.

5.2.4. To improve the performance element that is less advisable to: (1) apply ISO as a standard work of the employees; (2) doing the work on schedule and prioritize work; (3) mapping expertise of HR expertise so as to position the employee fit the job.

5.2.5. Of the three variables namely organizational culture, motivation, and training, motivation plays the greatest role in improving employee performance. Thus, suggested right to give priority to efforts to increase motivation, ie more encouraging incentive element, facilities and respect for the employees so as to improve employee performance on the elements of quality of work, timeliness of completion of the work and competence of the employees.

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