
The Influence of Employee Motivation and Organizational Commitment On Employee Performance With Organizational Culture Organization As An Intervening Variable In BPJS Employment Branch Office Range

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ABSTRACT

In this study, researchers wanted to see the direct and indirect effects between employee motivation variables and organizational commitment as independent variables and organizational culture as an intervening variable and employee performance as the dependent variable. This type of research uses quantitative, this research was conducted at the BPJS Employment Branch Office in Kisaran. The population of this study was 60 employees and the sample used was all the population using the saturated sample technique. The results of this study are as follows: Employee motivation has a positive and significant effect on employee performance. Employee motivation has a positive and significant effect on organizational culture. Organizational commitment has a positive and insignificant effect on employee performance. Organizational commitment has a positive and insignificant effect on organizational culture. Organizational culture has a positive and significant effect on employee performance. Employee motivation has a positive and insignificant effect on employee performance through organizational culture indirectly. Organizational commitment has a positive and significant effect on employee performance through organizational culture.

Keywords: Employee motivation, organizational commitment, organizational culture, employee performance

1. INTRODUCTION

Human resources are one of the factors that determine the success or failure of an organization in achieving goals, both public and private organizations (Sudarmanto, 2015). Every company needs employees who have high performance in achieving goals. To make

employees have high performance, companies must pay attention to the expectations and needs of employees in order to make an optimal contribution to the company.

Busro (2018) which suggests that performance is the result of work that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibilities given by the organization in an effort to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence, ability to overcome problems within the time limit given legally, not violating the law and in accordance with morals and ethics. Another opinion was conveyed by Bukit et al. (2017) which states that performance is the result achieved for activities carried out during a certain time. So, performance is an achievement made by someone both individually and in groups in carrying out the work assigned to him during a certain period in accordance with the standards set for the job.

Hasibuan (2017) defines human resource management as a field of management that specializes in studying human relationships and their roles in organizations. The success of a company in improving the perception of its company's performance can be seen from the company's ability to manage the quality of its human resources. By understanding the important role of human resources, it is hoped that companies can utilize them effectively in order to create a good perception of human resource performance.

The application of organizational culture can be done since employees begin to join the organization, this is intended to make it easier for new employees to adapt and instill organizational culture into the employee's personality. Organizational culture must be able to support the goals of the company and must be managed properly as a guide for employee behavior and a driver of performance perceptions. This is in accordance with Mardiani and Sepdiana's research (2021) which states that organizational culture has a significant positive effect on employee performance, but is slightly different from Wahjoedi's research (2021), Nugroho (2019), and Pawirosumarto et.al., (2017) which states that partially organizational culture has no effect on employee performance.

The company must make employees an asset, no longer just a means of production. For this reason, the company needs to create a conducive condition that can make employees feel comfortable, fulfill their needs, so it is hoped that employee motivation will also be maintained to jointly achieve the company's vision and mission. Conducive conditions can vary, depending on the characteristics of the company itself. But in general, among them can be in the form of facilities provided, adequate welfare levels, clear career paths, opportunities for self-actualization, comfort and safety at work, old age guarantees and so on. Based on Sembiring's research (2020), motivation has a positive and significant effect on employee performance, meaning that the more motivated employees feel in doing their work, the more employee performance will increase in helping to achieve the vision and mission of the company. However, different results were shown by research conducted by Changgriawan (2017) which resulted in motivation having no effect on performance, as well as the results of research by Narulita and Charina (2020) which resulted in partial motivation having no effect on employee performance.

According to Jamil (2019), organizational commitment is defined as the desire of employees to remain members of the organization. Organizational commitment affects employee attitudes or behavior to stay in the organization or leave the organization.

Therefore, organizational commitment is an important issue in the constellation of organizational changes related to the management and behavior of human resources (employees). Thus, employees who have a high commitment to the organization will improve the performance of these employees.

Next, the researcher concluded that to improve employee performance, an organization needs to understand indicators such as work motivation, organizational commitment, employee performance, organizational culture and others. The next question is whether the BPJS Ketenagakerjaan Kisaran Branch Office has adequate human resource management in supporting the performance of its employees. Based on the explanations above, the researcher is interested in taking the title *The Effect of Work Motivation and Organizational Commitment on Employee Performance Through Organizational Culture as an Intervening Variable at the BPJS Employment Branch Office in Kisaran*.

2. Literature Review

a. Employee Motivation

According to Hasibuan (in Febrianti, N.R 2019) employee motivation is the provision of motion power that creates a person's work enthusiasm so that they want to work together, work effectively and integrate with all efforts to achieve satisfaction. According to Andika (2019) Motivation is one of the things that affects human behavior, motivation is also referred to as a driver, desire, supporter or need that can make someone excited and motivated to reduce and fulfill their own impulses, so that they can act and act in certain ways that will lead to optimal direction. Motivation is very influential on employee performance

Indicators of work motivation according to Hasibuan (in Febrianti, N.R 2019) motivation, namely:

- 1) Physical needs, for example by providing decent salaries to employees, providing achievement incentive bonuses, food money, transportation money and so on.
- 2) Security and safety needs, for example by providing work security and safety facilities so that workers are not worried when working such as labor social security, pension funds and other safety equipment.
- 3) Social needs, for example by creating small teams in each sub-division, the aim is to establish harmonious working relationships, and group problem solving. The need to be accepted in the group and the need to love and be loved.
- 4) The need for appreciation, for example, the company provides performance bonuses, organizes education and training, the employee will direct, ability, skills and potential. Thus employees will feel valued for their abilities.

b. Organizational Commitment

According to Yusuf & Syarif (2018) organizational commitment is one of the topics that has always been a reference for both the management of an organization and researchers with a special interest focusing on human behavior. According to Mardiyana et al. (2019) organizational commitment can be defined as a situation where an employee sides with a particular organization with the aim and desire to maintain his membership in that organization.

Aspects of organizational commitment, including according to Meyer and Allen in Yusuf and Syarif, (2018):

- 1) Effective commitment (effective comitment): Employee emotional attachment, and involvement in the organization,
- 2) Continuence commitment: Commitment based on the losses associated with an employee leaving the organization. This may be due to loss of seniority over promotion or benefits.
- 3) Normative commitment: A feeling of obligation to remain in the organization because it is the right thing to do.

c. Organizational Culture

BPJS Ketenagakerjaan Cultural Value is a philosophy based on values believed and applied in BPJS Ketenagakerjaan on an ongoing basis which is used in all lines and aspects of management to achieve BPJS Ketenagakerjaan goals. BPJS Ketenagakerjaan Cultural Values are compiled based on Pancasila diseology, the 1945 Constitution of the Republic of Indonesia, and the vision and mission of BPJS Ketenagakerjaan. BPJS Employment Cultural Values become guidelines, filters for good and bad, right and wrong in behavior, activities and daily work for all BPJS Employment personnel.

BPJS Ketenagakerjaan Cultural Values consist of faith, excellence, example, harmony, integrity, care and enthusiasm. To facilitate the internalization of BPJS Employment Cultural Values, it is abbreviated as IMAN ETHIKA.

According to Hari (2019) the definition of organizational culture is: Organizational culture is the values that guide human resources in carrying out their obligations and behavior within the organization. Furthermore, according to Edy (2019). Organizational culture can be defined as a system of values, beliefs, assumptions, or norms that have long been agreed upon and followed by members as guidelines for behavior and solving organizational problems.

According to Hari (2019), there are indicators that affect organizational culture including:

- 1) Innovative risk taking.

That every employee will pay sensitive attention to any problems that might risk harm to the organizational group as a whole.

- 2) Pay attention to every problem in detail.

Describes the thoroughness and accuracy of employees in carrying out their duties.

- 3) Oriented to the results to be achieved.

A manager's supervision of his subordinates is one way for managers to direct and empower them. Through this supervision, the goals of the organization and its groups and members can be outlined.

- 4) Oriented to all employee interests.

The success or performance of the organization is determined by the work team (team work), where teamwork can be formed if the manager can supervise his subordinates properly.

- 5) Aggressive at work.

High productivity can be generated if employee performance can meet the standards required to perform their duties. Good performance means, among other things, qualifications of expertise (ability and skill) that can meet productivity requirements and must be followed by high discipline.

6) Maintaining and maintaining work stability.

Employees must be able to maintain their health condition in order to remain excellent, such conditions can only be met if they regularly consume nutritious food based on nutritionist advice.

d. Employee Performance

According to Sinambela (Syahidan and Suryani, 2018) performance is the implementation and completion of the work in accordance with the responsibilities so as to achieve the results as expected. Robbins (Adha et al, 2019) states that employee performance is the amount of effort expended by individuals in devoting a certain amount of energy to work. Based on several opinions according to the experts above, it can be concluded that performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Tukan, Suryani, and Mustika 2020).

According to Bernardin and Russel in Budiasa (2021), it is stated that to measure employee performance with several indicators as follows:

1) Quality

Performed by looking at the quality (quality) of the work produced through a certain process.

2) Quantity

Realized by looking at the quantity (number) of activities produced by a person.

3) Timeliness

For certain types of work, a time limit is given in completing the work so that it can maximize time for other work activities.

4) Effectiveness

The use of company resources is maximized to get the highest results.

5) Supervision

Every work activity is carried out without the need to ask for help or guidance from their superiors.

6) Relationship between employees

Is a level that shows employees feel confident, have good wishes and good cooperation with coworkers.

e. Conceptual Framework

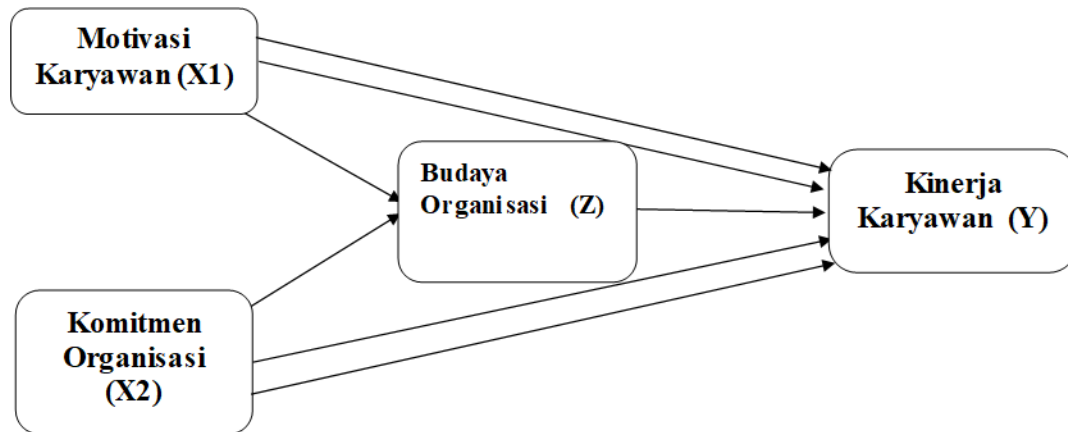


Figure 1. Research Conceptual Framework

Research Hypothesis:

Based on the problem formulation, literature review and conceptual framework previously described and illustrated, the hypotheses proposed in this study are as follows:

- 1) H1: Employee motivation has a positive effect on organizational culture at the BPJS Ketenagakerjaan Kisaran Branch Office.
- 2) H2: Employee motivation has a positive effect on employee performance at the BPJS Ketenagakerjaan Kisaran Branch Office.
- 3) H3: Organizational commitment has a positive effect on organizational culture at the BPJS Employment Branch Office in Kisaran.
- 4) H4: Organizational commitment has a positive effect on employee performance at the BPJS Employment Branch Office in Kisaran.
- 5) H5: Organizational culture has a positive effect on employee performance at the BPJS Employment Branch Office in Kisaran.
- 6) H6: Employee motivation has a positive effect on employee performance through organizational culture at the BPJS Employment Branch Office in Kisaran.
- 7) H7: Organizational commitment has a positive effect on employee performance through organizational culture at the BPJS Ketenagakerjaan Kisaran Branch Office.

3. RESEARCH METHODS

a. Type of Research

The type of research that researchers use is quantitative research. According to Sugiyono, quantitative research can be defined as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses. This type of quantitative research is conducted to make a study that aims to adjust a study and to influence

employee motivation, organizational commitment to employee performance with organizational culture as an intervening variable.

b. Research Location and Research Time

The research location was conducted at the BPJS Employment Kisaran Branch Office on Jl. Sisingamangaraja No. 460, Sendang Sari, Asahan Regency, North Sumatra 21211. The research time was carried out for 3 months.

c. Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population and sample in this study were all permanent employees and outsourced personnel at the BPJS Employment Branch Office in Kisaran, totaling 55 employees (saturated sample).

d. Research Data Sources

The data source used in this research is primary data.

Operational Definition of Research Variables

Table 1. Operational Definition of Variables

Variable	Type Indicator	Definition
1. Employee Motivation (X1)	According to Hasibuan (in Febrianti, N.R 2019), employee motivation is the provision of motion power that creates a person's work enthusiasm so that they want to work together, work effectively and integrate with all efforts to achieve satisfaction.	Indicators of work motivation according to Hasibuan (in Febrianti, N.R 2019) motivation, namely: <ol style="list-style-type: none"> a. Physical needs b. Security and safety needs c. Social needs d. The need for appreciation.
2. Organizational Commitment (X2)	According to Yusuf & Syarif (2018), organizational commitment is one of the topics that has always been a reference for both the management of an organization and researchers with a special interest focusing on human behavior.	Indicators of organizational commitment, according to Meyer and Allen in Yusuf and Syarif, (2018): <ol style="list-style-type: none"> a. Effective commitment, b. Sustainable commitment. c. Normative commitment.
3. Organizational Culture (Z)	According to Hari (2019), the definition of organizational culture is: Organizational culture is the values that guide human resources in carrying out their obligations and behavior within the organization.	According to Hari (2019), there are indicators of organizational culture including: <ol style="list-style-type: none"> a. Innovative takes into account risk b. Pay attention to every problem in detail. c. Oriented to the results to be achieved.

		d. Oriented to all employee interests.
		e. Aggressive at work.
		f. Maintaining and maintaining work stability.
4.Employee Performance (Y)	According to Sinambela (Syahidan and Suryani, 2018), performance is the implementation and completion of the work in accordance with the responsibilities so as to achieve the results as expected.	According to Bernardin and Russel in Budiasa (2021), measuring employee performance includes the following indicators. a. Quality b. Quantity c. Timeliness d. Effectiveness e. Supervision f. Employee relations

e. Data Analysis Technique

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly powerful analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of a validity test and a reliability test.

- 1) Validity Test
 - a) Convergent Validity
 - b) Discriminant Validity
- 2) Reliability Test

Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To generate inner model test values, a step in SmartPLS is performed using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive relevance and t-test and significance of the structural path parameter coefficients with the following explanation:

1) Coefficient of Determination / R Square (R2)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The R2 value is generally between 0 and 1.

2) Predictive Relevance (Q2)

This test is used to measure how well the observed value is produced by the model and also the parameter estimate. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3) t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistical value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value is 1.96 with a significance level of 5%.

4) Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive / negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is negative.

4. Results and Discussion

a. Outer Model Analysis

Measurement model testing (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

a. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, as well as the limit of the Average Variance..Extracted.(AVE) value, which is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the variable construct with a value > 0.7. The structure model in this study is shown in the following figure:

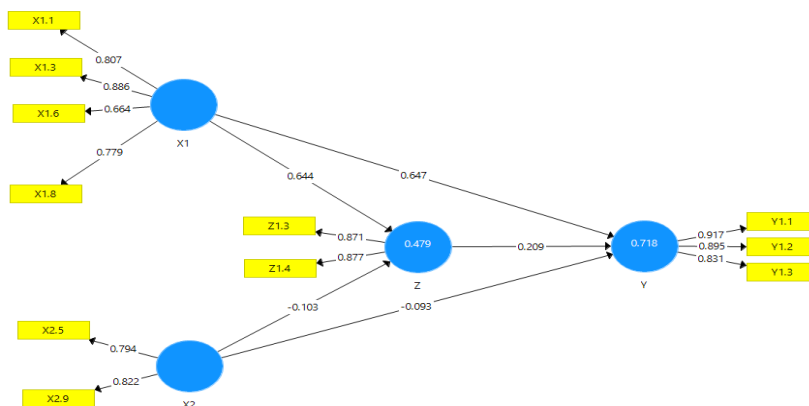


Figure 1. Outer Model
Source: Smart PLS 3.3.3

Smart PLS output for loading factors provides results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for sub structure 1.

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.644X1 + 0.103X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.647X1 + 0.093 X2 + 0.209 + e2$$

Table 2. Outer Loadings

	Motivasi karyawan (X1)	Komitmen organisasi (X2)	Kinerja Karyawan (Y)	Budaya Organisasi (Z)
X1.1	0.807			
X1.3	0.886			
X1.6	0.764			
X1.8	0.779			
X2.5		0.794		
X2.9		0.822		
Y1.1			0.917	
Y1.2			0.895	
Y1.3			0.831	
Z1.3				0.871
Z1.4				0.877

Source: Smart PLS 3.3.3

In the table above, the value of each variable is stated that the indicators in the loyal variables are higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue further research.

b. Discriminat Validity

Further research to find out valid data in Discriminat Validity, aims to determine whether the cross loading value is greater than other latent variables so as to determine the results of highly correlated indicators on the construct The following table shows the results of cross laoding from validity testing as follows:

	Motivasi karyawan (X1)	Komitmen Organisasi (X2)	Kinerja Karyawan (Y)	Budaya Organisasi (Z)
Motivasi karyawan (X1)	0.788			
Komitmen Organisasi (X2)	0.778	0.808		
Kinerja Karyawan (Y)	0.828	0.743	0.882	
Budaya Organisasi (Z)	0.786	0.764	0.786	0.

Source: Smart PLS 3.3.3

The results of table 2 above have a value greater than other variables in each indicator and variable so that it can be concluded that the results of discriminant validity research are validly distributed.

c. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliability there are several blocks to determine whether the research is reliable or not and valid or not including the Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Motivasi Karyawan (X1)	0.793	0.810	0.866	0.721
Komitmen Organisasi (X2)			0.790	0.753
Kinerja karyawan (Y)	0.856	0.856	0.913	0.777
Budaya Organisasi (Z)			0.867	0.765

In table 3 above, it can be seen that in the Cronbach alpha column there is a value for each variable greater than 0.7, which means that the data reliability is faithful to the variable. The composite reliability column has a value greater than 0.6 so that it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable has a value greater than 0.7, which means that the data is valid in AVE. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so that they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and appropriate. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

1) Coefficient of Determination (R²)

At the next stage, namely evaluating the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table.4. R Square Results

	R Square	R Square Adjusted
Kinerja Karyawan (Y)	0.788	0.767
Budaya organisasi (Z)	0.769	0.706

There is an R square value of the Organizational Culture variable with an R square value of 0.769 and if it is percentageed by 76.9%, it means that the influence of the Employee

Motivation, Organizational Commitment and Employee Performance variables on organizational culture is 76.9% and the rest is in other variables. The R square value of the employee performance variable is 0.788 and if it is percented by 78.8%, it means that the influence of the Organizational Culture, Employee Motivation and Organizational Commitment variables on Employee Performance is 78.8% and the rest is on other variables.

2) Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as speculated in this review. Speculation testing in this review is done by looking at the T-Statistics and P-Values. Speculations are announced recognizing whether the T-Statistics > 1.96 and P-Values < 0.05 . Next are the consequences of the direct impact Path Coefficient:

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	\
Motivasi Karyawan (X1) -> Kinerja karyawan (Y)	0.647	0.652	0.065	9.895	
Motivasi karyawan (X1) -> Budaya Organisasi (Z)	0.644	0.642	0.095	6.757	
Komitmen Organisasi (X2) -> Kinerja karyawan (Y)	0.093	0.090	0.077	1.204	
Komitmen Organisasi (X2) -> Budaya Organisasi (Z)	0.103	0.109	0.091	1.138	
Budaya Organisasi (Z) -> Kinerja Karyawan (Y)	0.209	0.206	0.071	2.953	

Hasil penelitian secara langsung di atas akan di jelaskan sebagai berikut:

- Motivasi Karyawan berpengaruh positif dan signifikan terhadap Kinerja karyawan dengan nilai sampel asli 0,652 dan P values 0,000. Artinya adanya motivasi karyawan mampu membuat atau meningkatkan kinerja karyawan, karena kinerja karyawan seorang di mana dia di tempatkan bukan karena motivasi yang di buat organisasi.
- Motivasi Karyawan berpengaruh positif dan signifikan terhadap budaya organisasi dengan nilai sampel asli 0,642 dan p values 0,000. Artinya motivasi karyawan yang di bentuk oleh organisasi dan karyawan dapat membuat budaya organisasi di setiap karyawan meningkat, karena budaya organisasi yang kuat terhadap organisasi adalah hasil dari memperlakukan karyawan atau pegawai dengan baik.
- Komitmen organisasi berpengaruh positif dan tidak signifikan terhadap Kinerja Karyawan dengan nilai sampel asli 0,090 dan p values 0,229. Artinya jika Kinerja karyawan meningkat maka komitmen organisasi akan meningkat jika menurun maka kepuasan kerja juga ikut menurun.
- Komitmen organisasi berpengaruh positif dan tidak signifikan terhadap budaya organisasi dengan nilai sampel asli 0,109 dan p values 0,256. Artinya Komitmen organisasi mampu meningkatkan rasa terhadap budaya organisasi, karyawan juga masih

menganggap bahwa Komitmen organisasi masih belum maksimal terhadap karyawannya.

- e. Budaya organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai sampel asli 0,206 dan p values 0,003. Artinya jika kinerja karyawan meningkat maka budaya organisasi akan meningkat dan jika menurun maka kinerja karyawan maka budaya organisasi juga akan menurun.

Tabel 6.Path Coefficients (Pengaruh Tidak Langsung)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))
Motivasi karyawan (X1) -> Budaya Organisasi (Z) -> Kinerja karyawan (Y)	0.135	0.132	0.003	0.055
Komitmen Organisasi (X2) -> Budaya Organisasi (Z) -> Kinerja Karyawan (Y)	0.022	0.022	0.000	0.072

The results of the indirect effect above can be explained as follows:

- a. Employee motivation has a positive and insignificant effect on employee performance through organizational culture indirectly with the original sample result of 0.132 and p values 0.250. This means that organizational culture is not an intervening variable because it is unable to indirectly influence organizational commitment to employee performance.
- b. Organizational commitment has a positive and significant effect on employee performance through organizational culture with an original sample value of 0.022 and p values of 0.011. This means that Organizational Commitment is able to become an intervening variable and has a positive effect on organizational justice and organizational commitment with the existence of an organizational culture towards employees, organizational justice has been fulfilled so as to build commitment to the organization.

5. Conclusion

Based on the research results above, the following conclusions are drawn:

- a. Employee motivation has a positive and significant effect on employee organizational culture at the BPJS Employment Branch Office in Kisaran.
- b. Employee motivation has a positive and significant effect on employee performance at the BPJS Employment Branch Office in Kisaran.
- c. Organizational commitment has a positive and insignificant effect on organizational culture at the BPJS Employment Branch Office in Kisaran.
- d. Organizational commitment has a positive and insignificant effect on employee performance at the BPJS Employment Branch Office in Kisaran.
- e. Organizational culture has a positive and significant effect on employee performance at the BPJS Employment Branch Office Kisaran.

- f. Employee motivation has a positive and insignificant effect on employee performance through organizational culture indirectly at the BPJS Employment Branch Office inisaran.
- g. Organizational commitment has a positive and significant effect on employee performance through organizational culture at the BPJS Employment Branch Office Kisaran.

Suggestion

After drawing conclusions on the results, the researcher makes suggestions for the company as follows:

- a. The company must be fair in treating employees, do not make exceptions between employees even though these employees are part of the family, old friends or even special relationships must still be fair and comply with the rules.
- b. The company must sort out which organizational culture is bad and which organizational culture is good and slowly eliminate the mushrooming bad culture by implementing strict organizational rules for employees.
- c. The company must make employees feel satisfied with working in the company by providing appropriate work for themselves and appropriate compensation and salary for each employee.
- d. It is the company's duty to build employees' trust in the company that the company will make the employees prosper and become better.

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