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WORK MOTIVATION AND ORGANIZATIONAL CULTURE IN IMPROVING EMPLOYEE PERFORMANCE OF NATIONAL PRIMARY COOPERATIVE COMPANIES

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ABSTRACT

The purpose of this study is to conduct an analysis towards the effect of work motivation partially on employee performance in cooperative companies, somewhat analyzing the influence of organizational culture on employee performance in suitable companies, knowing and analyzing the effect of work motivation and corporate culture simultaneously on employee performance in combined companies, and knowing and analyzing improvement strategies that should be carried out to improve employee performance in suitable companies, particularly those related to work motivation and organizational culture. The hypothesis proposed: There is a significant influence of work motivation on employee performance in suitable companies, There is a substantial influence of work culture on the performance of suitable company employees, There is an influence of work motivation and organizational culture jointly on the performance of employees of suitable companies. There is a formulation of research confirmation results. From the opinions of experts or experts judgment about improvement strategies in improving cooperative employees' performance, especially those related to work motivation and organizational culture. This study used mixed methods research design with a combination of sequential explanatory research objects of Astra International Cooperative and Benteng Mikro Syariah Cooperative. The research population was 1056, sampling determination using the Slovin formula as many as 290 respondents. This study states that work motivation and organizational culture are very influential in improving cooperative employees' performance. The partial motivation factor is quite significant in increasing employee performance. Likewise, the work culture factor

influences improving performance, so both factors, both work motivation and organizational culture, substantially influence the performance of cooperative employees.

INTRODUCTION

The development and development of cooperatives in Indonesia seem slow, apart from being used as a tool and political jargon. The focus of all parties is on the institutional approach, administrators, and supervisors. At the same time, management or employees often go unnoticed. In terms of work motivation in various cooperatives, information is obtained that some employees still feel inferior. If there is an opportunity to work in a company other than the cooperative, they will move to work, besides that they think the lack of attention to several needs, including the honorarium/salary received, is considered small with responsibility the work he has to do. It is felt that supporting facilities such as insurance are still lacking due to the absence of insurance benefits for employment, life, and health, transportation facility allowances, communication allowances, employee retirement benefits, or retirement benefits for the management.

The impact is that the sense of responsibility for work is not optimal; rotations and transfers often occur after the RAT, mostly when new management occurs. As a result, the administrative system, data documentation, and secretarial, financial, and other administrative work are not orderly, thus complicating the process of carrying out their work. That is less relevant regarding the authority of duties, obligations, and responsibilities. There is a dualism of leadership in the institution between the Management and Management of the Cooperative Company.

Performance problems in cooperative companies are often hampered by some work so that it cannot be completed on time, mostly work-related to administration, finance, archives, and documentation. Difficulty employees carrying out their activities are often late, or work is only completed based on work habits, so they are less creative and innovative.

The purpose of this study aims is to conduct an analysis rowrds the effect of work motivation partially on employee performance in cooperative companies, somewhat analyzing the influence of organizational culture on employee performance in suitable companies, knowing and analyzing the effect of work motivation and corporate culture simultaneously on employee performance in suitable companies, and know and analyzing improvement strategies that should be carried out to improve employee performance in combined companies, particularly those related to work motivation and organizational culture.

The hypothesis proposed: There is a significant influence of work motivation on employee performance in cooperative companies, There is a substantial influence of work culture on the performance of suitable company employees. There is an influence of work motivation and organizational culture jointly on the performance of employees of suitable companies, There is a formulation of research confirmation results. From the opinions of experts or experts Judgment about improvement strategies in improving the performance of

suitable employees, especially those related to work motivation and organizational culture.

The motivation of this study is to determine the extent of the influence of work motivation, organizational culture on employee performance, and cooperative companies, as a solution to the weaknesses of cooperative development in Indonesia.

METHODE

This study uses mixed methods research design with a combination of sequential explanatory. The research method is a combination sequential explanatory model, the first stage is collecting the data and analysis of quantitative data, the second stage is collecting and analyzing the qualitative data, to enhance the results of quantitative research that have been done in the early stage (Creswell & Clark 2015). The Astra International Cooperative and the Benteng Mikro Sharia Cooperative's research object, the total population of the study was 1056, while the sampling determination using the Slovin formula was 290 respondents.

RESULT AND DISCUSSION

To achieve the expected research results, the Researcher carried out a descriptive analysis, followed by a coefficient test on the variable variables. The Researcher confirmed the results on Expert Judgment, which was explored in depth through a debt interview, and finally made a resume.

Work Motivation

Based on descriptive data processing, the work motivation variable (X1) has an average value of 4.045; it can be concluded that the average work motivation of respondents' answers stated that they agreed or were good (because the values ranged from 3.41 to 4.20). With this, it can be stated that the work motivation of the employees of the Astra International Cooperative and the Benteng Mikro Indonesia Cooperative is right.

The results of the coefficient test on work motivation variables partially affect the performance of the employees of the Astra International Cooperative and the Benteng Mikro Indonesia Cooperative. This is based on the outcomes of the t-test, which obtained t-count > t-table ($3.278 > 1.968$) or a significance value < 0.05 ($0.001 < 0.05$) so that H_0 is rejected and H_a is accepted. The t value is positive, meaning that it has a positive effect, namely, the increasing work motivation, the more employee performance will be increased.

The opinion of Experts Judgment about employee work motivation in the cooperative is as follows:

Work motivation in various cooperative companies with medium and large-scale economies has been implemented. It is very influential on suitable companies, but for suitable companies with small economic scales, employee motivation is still considered modest.

Work motivation of cooperative employees is influenced by the level of income/salary, benefits, safety and comfort at work, appreciation for work performance, and career path clarity; this is guided and implemented in large, medium-sized cooperatives, which were initially small.

Based on the outcomes of descriptive analysis, the coefficient test on the work motivation variable and experts' Judgment on the outcomes of this study can be concluded. Relevant in other words, there is no significant difference, it must be conveyed that there are some opinions from experts judgment which state that there may be other variables that may affect the work motivation of cooperative employees, but this is not a variable in the research conducted.

So the Researcher hopes that it can be used as a consideration for other researchers to develop similar research in the future. Motivation is an important variable in improving the performance of Indonesian cooperative companies; For most of the leaders of this country, cooperatives are still considered a constitutional burden and a burden of development alone, so the motivational factor is the determinant for the success of cooperative development, of the two objects that are the targets of research on the Benteng Mikro Indonesia Sharia Cooperative and the Astra International Cooperative can progress and succeed as it is now due to influence Very good employee motivation.

Organizational Culture

Data processing results from research conducted related to the variable organizational culture (X2), the average value of 4.177. The product is that the respondent's answer agrees or is good (because the value ranges from 3.41 to 4.20). With this, it is stated that the organizational culture of the employees of the Astra International Cooperative and the Benteng Mikro Indonesia Cooperative is already good.

Testing the coefficient on variables Organizational culture partially affects the performance of the employees of the Astra International Cooperative and the Benteng Mikro Indonesia Cooperative. This is based on the outcomes of the t-test, which obtained $t \text{ count} > t \text{ table}$ ($17.007 > 1.968$) or a significance value < 0.05 ($0.000 < 0.05$) so that H_0 is rejected and H_a is accepted. The t value is positive, meaning that it has a positive effect. Namely, the increasing organizational culture will increase employee performance.

Expert Judgment In addition to agreeing with this study's results, he also said that the Organizational Culture in Indonesian cooperative companies does not receive serious attention. Other opinions regarding the outcomes of this research are presented as follows:

Indeed, the progress of cooperative companies in various countries is in line with applying corporate work culture because it pays great attention to effectiveness, efficiency, and productivity. However, there are differences because in cooperating, the organizational culture should be superior because

it has cultural resources such as the cooperative's identity and the principles of cooperatives that can value are explored in a collaborative corporate culture.

Education and training in cooperatives for all parties (employees, managers, supervisors, and members) are necessary. That is what makes it different from the company. The training must be carried out in a planned and measured manner, instill the cooperative company organization's cultural values as a superior and more competitive company than other companies.

In medium-large cooperative companies, the majority have understood the application of an excellent organizational culture so that they can develop the potential of their suitable companies by optimally utilizing their Organizational Culture, a culture of cooperation (teamwork), mutual respect, equality, and a sense of shared ownership are the keys to the success of cooperative companies.

Based on the description as discussed in the Descriptive Analysis column, testing the coefficient of the Organizational Culture variable and the opinion of Experts Judgment, this study's results are relevant, and there are no crucial differences. However, the National Primary Cooperative, mostly the Astra International cooperative and the Benteng Mikro Indonesia Sharia Cooperative, must maintain a healthy organizational culture. There is and need to continue to improve its application, adjusted to the values of professionalism with cooperatives and identity principles.

Indeed, an excellent organizational culture has not been fully understood by the employees and administrators of small-scale cooperative companies; they are used to struggling with understanding the conservative corporate culture that tends to be traditional, they only rely on various assistance from the government, even training is modest based on invitation, not need.

Corporate Organizational Culture influences employees' and companies' performance, so in the future, it should be the concern of the Government (Ministry, Office of Cooperatives and Cooperative Movement/DEKOPIN because in fact, the progress of civilization includes cooperatives in it depends on the culture it adheres to.

Employee Performance

Descriptive analysis of Performance Variables (Y) the average value of 4.266. With this, the average respondent's answers stated that they strongly agreed or were very good (because the values ranged from 4.21 to 5). With this, the Astra International Cooperative employees' performance and the Benteng Mikro Indonesia Cooperative are declared very good.

The Regression Coefficient Test Together, the result is that work motivation and organizational culture together affect the improvement of employee performance Astra Cooperation International and Koperasi Benteng Mikro Indonesia. This is based on the outcomes of the F test obtained by the value of

F count > F table (191.934 > 3.027) or significance < 0.05 (0.000 < 0.05) so that Ho is rejected and Ha is accepted.

Experts or Expert Judgment have the same opinion as to the outcomes of this research, which states that:

Work motivation and organizational culture are very influential on improving the performance of cooperative employees, the better the application of work motivation and corporate culture, the more employee performance will be, in large and medium-sized cooperative companies, especially in the Astra International Cooperative and the Benteng Mikro Indonesia Sharia Cooperative, the implementation work motivation and organizational culture are good.

Cooperatives that apply Work Motivation and Organizational Culture well are the key to advancing the economic scale of cooperative companies; the underdevelopment of cooperatives in Indonesia is thought to be due to weak work motivation and organizational culture, which results in low employee performance, which leads to the performance of the cooperative company.

It is necessary to formulate and think about the scenario for the entry of the government's role and guidance and the cooperative movement in stimulating the implementation of work motivation and organizational culture for suitable companies so that employees and joint companies' performance increases.

Based on the outcomes of descriptive analysis, which is then conducted joint regression coefficient tests and paying attention to the opinions of experts or experts Judgment, it can be said that the results of this study are very relevant and there are no fundamental differences, but the application of work motivation and organizational culture in medium-scale cooperatives. Just big, in this study, it can be stated that the success of the cooperatives studied, namely the International Astra International Cooperative and the Benteng Mikro Indonesia Cooperative, were initially small and even micro-scale cooperatives, but because their employee performance was influenced by work motivation and good organizational culture, they succeeded in becoming a large-scale economic cooperative company. Researchers hope that there will be other studies that widen the range of objects under review, especially those conducted on other small-scale agreeable research objects.

Cooperative Company

Based on the research conducted, the Researcher found something new (novelty), namely that it was found that in its application to cooperative companies, the theory of motivation theory was combined with the value of values and the identity of cooperatives, such as The distribution of the remaining results of the business is done fairly, in this case, the employees are motivated to perform well and maximally so that the Cooperative Company gets optimal profits because employees have the right to share the results of the Company's SHU (Remaining Operating Results) each year.

With the cooperative principle that democratic member control means unified management is carried out democratically, suitable companies do not recognize PSP (Controlling Shareholders) as in a company that can do anything to companies; owners of cooperative companies are cooperative members have the same voting rights. The supervisory function is carried out by the Supervisory Board and Management, who are elected from the members through a Member Meeting, so the management of a cooperative company is very democratic. This becomes a separate motivation for employees to continue to perform well to raise their suitable companies.

Employee Motivation Development Strategy to Improve Cooperative Company Performance

The theory of motivation which is the reference in this study is based on the opinions of Abraham Maslow, Manulang and Fillipo, these various theories, the author believes that he refers to case studies in different corporate companies not to cooperative companies, even though there are many who distinguish between cooperatives and companies, therefore based on The results of research and findings from expert Judgment, motivation variables are not only as described by Abraham Maslow, declaring that work motivation is shown to fit the needs and job satisfaction both psychologically and biologically, both in the form of material and non-material; Manulang argues that reason is basically a mental condition that encourages action (action or activities) and supplies strength that point out to the achievement of needs, to give satisfaction or to reduce imbalances; Flippo argues that motivation is a skill in directing employees and organizations to want to work successfully, so that the desires of employees and organizational goals are achieved at the same time.

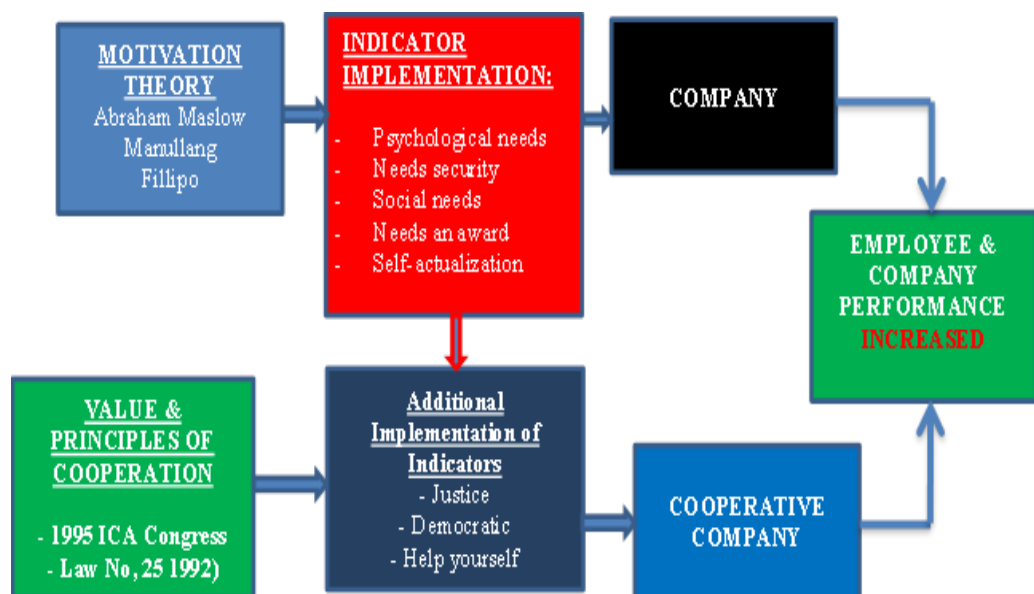


Figure 1. Employee Motivation Development Strategy for Performance Improvement

Development of a Cooperative Needs Hierarchy Model

Other Researcher's findings (novelty), based on the results as described in terms of data, the Researcher considers it necessary to improve and develop Abraham Maslow's Esteem Needs motivation theory, especially in its implementation, especially in cooperative companies, from 7 indicators to 10 indicators, namely: 1. The need for a sense of justice; 2. Self Help Needs; 3. Democratic Needs, 4. Psychological Needs, 5. Security Needs, 6. Social Needs, 7. Appreciation Needs and 8. Self-actualization Needs, which the Researcher calls the development of cooperative motivation when described in a pyramid form as follows:



Figure 2. Pyramid of Cooperative Needs Hierarchy

Organizational Culture Development Strategy to Improve Cooperative Company Performance

Organizational culture plays a vital role for any company, be it a company or a cooperative, so researchers are very concerned about this because it is believed that the Organizational Culture applied by a Cooperative Company will be different from that used by the company. To prove it, the Researcher tries to break down the organizational culture theory of Stephen P. Robbins and Barry Phegan into 7 (seven) variables: Innovation and risk-taking; Attention to detail; Outcome orientation, People orientation; Team orientation; Aggressiveness, Stability, in the research questionnaire on employees, administrators and supervisors of cooperative companies which are then processed quantitatively and confirmed by experts judgment, and it was found that there was indeed an adjustment and addition of the organizational culture theory in cooperative companies which were heavily influenced by background behind the establishment of the company and the implementation of collective values and identities that apply universally (ICA Congress 1995) and National (Law 25 of 1992), including Self Help Culture, Justice Culture,

Solidarity Culture, Volunteerism and Openness Culture, Democratic Culture. Culture of Member Participation, Culture of Autonomy and Freedom, Culture of Education and Training, Culture of Cooperation between cooperatives and Culture of Caring for Society, With the existence of a culture that is extracted from these values and identity, the Researcher finds that cooperative companies that apply the Organizational Culture as described above make these cooperative companies perform well and make their economies of scale large.

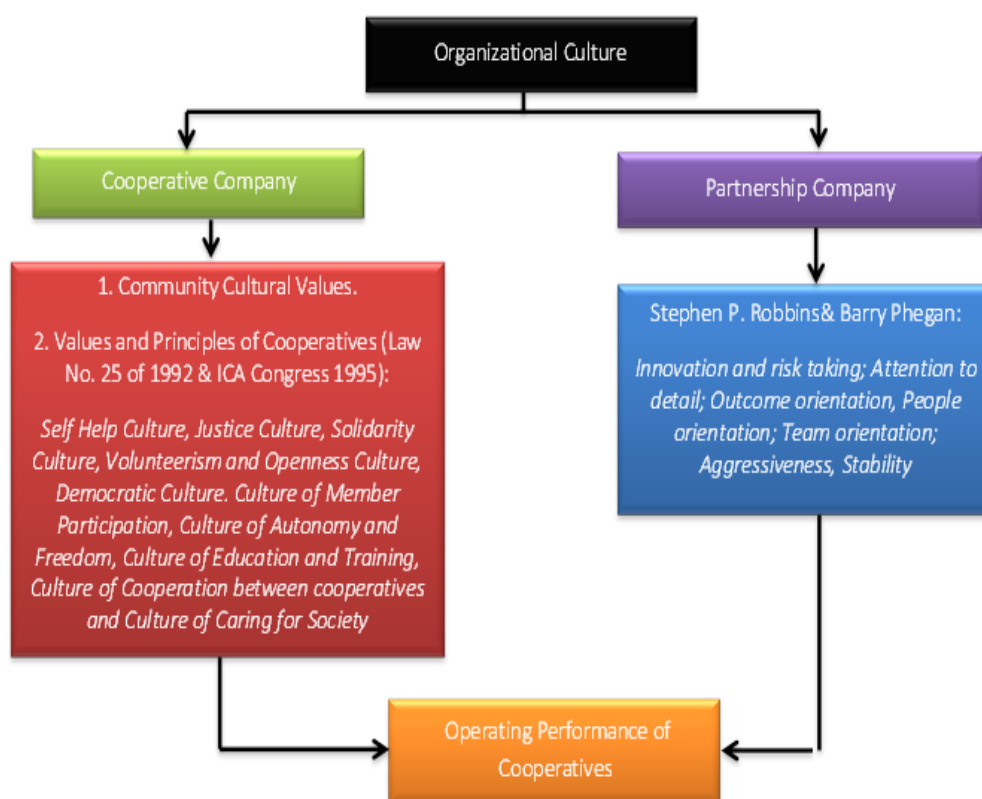


Figure 3. Organizational Culture Development Strategy To Improve Cooperative Company Performance

CONCLUSION

This study states that work motivation and organizational culture are very influential to the improvement of the national primary cooperative employees' performance, especially the Astra International Cooperative and the Benteng Mikro Indonesia Sharia Cooperative. Partially, the motivational factor has a significant influence in improving employee performance. Likewise, the work culture factor has an impact on improving performance, so both factors, both work motivation and organizational culture together have a significant effect on improving the performance of cooperative employees.

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