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Culture, work motivation and competence influences on the performance of PUD Tohaga Market employees

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ABSTRACT

The aim of this research is to determine and analyze the influence of work culture, competence and motivation on employee performance. The object of research is employees at the Regional Public Company (PUD), hereinafter abbreviated to PUD Pasar Tohaga, Bogor Regency. In this research, quantitative descriptive methods were used. The sampling technique used total sampling with a sample size of 30 people, using factor analysis, namely multiple linear regression. The research results show that: (1) partially organizational work culture variables influence employee performance in public companies in the Tohaga market area; (2) partially the competency variable influences employee performance in public companies in the Tohaga market area; (3) partially motivational variables influence employee performance in public companies in the Tohaga market area; (4) simultaneously there is a positive and significant influence between the variables of organizational culture, competence and motivation on employee performance in public companies in the Tohaga market area.

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INTRODUCTION

The market is one place where the buying and selling of goods and services occurs. In addition, in the market there is a social relationship between traders and buyers (Aidah et al., 2023; Noor, 2017). Sellers and buyers can transact or agree in buying and selling (Anggraeni & Rizal, 2019). The agreed transaction includes goods, sellers, buyers, and prices of goods (Wulandari, 2018). The market is an area where buying and selling goods with more than one seller, either referred to as a traditional shopping center, minimarket, shop, plaza or trading center or other designations owned by the Regional Government managed by Regional Public Companies (Ayuningsasi, 2011; Dakhoir, 2018). However, in the current reality, there is still a gap between expectations and market reality, far from the applicable standards or regulations, so that it cannot provide excellent service and comfort to the public and traders. This is due to the lack of maximum performance and cooperation of market managers or usually referred to as Regional Public Companies (PUD) Markets and the government, making it difficult to achieve markets that meet standards, on the other hand, passive and apathetic attitudes are shown by 1 Student of the Pakuan University Management Science doctoral program by employees of Regional Public Companies (PUD) The market is mainly in carrying out the duties and responsibilities entrusted. The market in terms of its activities is divided into two types, namely traditional markets and modern markets. Traditional markets are meeting places for sellers and buyers and are characterized by direct buyer seller transactions, buildings usually consist of stalls or outlets, stalls and open bases opened by sellers or a market manager (Brata, 2016; Indrawati & Yovita, 2014; Pramudyo, 2014). Modern Market is a meeting place for sellers and buyers and is marked by indirect buying and selling transactions (Candrawati, 2015; Sabatiny & Martini, 2018).

Bogor Regency Market Area Public Company under the name " PUD Pasar Tohaga Bogor Regency has been managed since 1978 in Bogor Regency which is managed by the Bogor Regency Price Information Office. However, in 1990 the management of the market was handed over to the Market Management Service. Furthermore, in 2001 through Regional Regulation Number 3 of 2001 concerning the Organizational Structure of Regional Offices, the market was managed by one of the Sub Offices at the Bogor Regency Industry and Trade Office. Then in 2004, through Regional Regulation Number 33 of 2004 market management was no

longer fully under the authority of the Department of Industry and Trade, but was only an assistance task before the establishment of definitive management by PUD Pasar Tohaga. In accordance with Bogor Regency Regional Regulation Number: 4 of 2005.

In realizing a quality Market, performance from existing Market Managers is needed. The current condition of market management in Bogor Regency carried out by Tohaga Market PUD has not been optimal and far from expectations even though it has been running for ten years. Pasar Tahoga PUD manages 27 markets throughout Bogor Regency obtained data showing that there are still several problems experienced by general companies in the market area related to employee performance, so it requires an increase in employee performance services. Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined terms or agreements (Umar & Norawati, 2022). According to Triastuti (2019), "Performance refers to the level of achievement of tasks that make up an employee's job. The description of performance concerns three important components, namely: goals, measures and assessment (Setiobudi, 2017). Goal setting of each organizational unit is a strategy to improve performance (Sihombing and Batoebara, 2019). This goal will give direction and influence how the organization's expected work behavior should be towards each personnel (Nitasari & Lataruva, 2012). Management is so that all existing potentials such as human resources, facilities, and infrastructure in an organization can be carried out according to their goals, so as to avoid mistakes and waste of time, energy and material aspects to achieve certain goals (Legi et al., 2023; Mokalu et al., 2022). Without a management or management, all efforts to achieve a goal will be more difficult to achieve the goal (Ihsan & Setiyono, 2018). Goals will not be separated from the effective and efficient use of resources, facilities and infrastructure so that the goals of an organization are achieved (Nurharirah & Effane, 2022). The objectives of management will be achieved if the implementation steps are carried out properly (Arifudin, 2022).

In carrying out duties and work, an employee will really need encouragement because this is a very important capital so that every action and policy taken/carried out by a leader has a positive and negative impact on the subordinates he leads (Faizal et al., 2019; Fransiska et al., 2020). One important factor in a company/organization is the work culture of the organization (Sabarofek & Sawaki, 2018).

Organizational work culture through an integrity approach has a significant effect on organizational performance (Dwiningwarni, 2017). Motivation is an important factor in improving performance, because with high motivation, a person can have passion, enthusiasm, enthusiasm and high work ethic so that they can increase their work productivity (Faizal et al., 2019; Syiva et al., 2023). This is in line with what Shahzadi et al. (2014) said that the factors that affect the achievement of performance are the abilities possessed by employees and motivational factors that encourage employees to work (Diamantidis and Chatzoglou, 2018). Regarding the importance of work culture issues on performance, it needs to be noted that companies must strive to improve the implementation of work culture (Puspita, 2023). Work culture can function as a binding demand for employees because it can be formally formulated in various Company rules and regulations (Alvesson & Willmott, 2002; Pawirosumarto et al., 2017).

With the implementation of a good work culture, as a reference for applicable rules or regulations, leaders and employees will be indirectly bound so that they can shape attitudes and behaviors in accordance with the vision and mission and strategy of the Company (Juliningrum & Sudiro, 2013). The formation process will ultimately produce professional employees who have high integrity. Therefore, employees are required to create conducive work culture conditions and can support the creation of good performance. This is the target for company employees in creating a work culture or strong culture, the effort to be achieved is to create a good work culture so as to improve the performance of employees in the company environment. Employee performance is also influenced by factors originating from within the company such as competence and work culture in accordance with the ability to complete their duties and responsibilities, resulting in quality performance (Atmojo, 2012; Cheng et al., 2005). Competence is something related to the ability and skill of individuals to achieve expected results (Setyadi & Sriekaningsih, 2015; Shavelson & Partners, 2013). Competency in work experience can guarantee improved employee performance (Ryan & Moller, 2017). Work culture is a value that becomes a guideline for human resources to face external problems and efforts to adjust integration into the company, so that all elements in the company are able to understand the existing values and how they should behave (Hidayat et al., 2013). If the work culture runs well, it will encourage good performance as well (Malinen et al., 2019).

Many factors affect employee performance in addition to work motivation and work culture, one of which is employee competence Human resources are an important factor for every company, because without quality human resources, company goals and objectives will not be achieved as planned. Therefore, the role of human resources is very important in every company. The importance of the role of human resources for every company is expected to improve employee performance. Based on a preliminary research study conducted at the Tohaga Market PUD office, information was obtained related to the still large number of employees who do not understand the internalization of work culture, thus affecting employee motivation and performance

competence, this can be seen from the results of internal assessments conducted by leaders where there are still employees who arrive late, do tasks not in accordance with the specified time.

For the mentioned reason, this study aims to determine the statistical value of the classical assumption test which describes the information of the independent variable on the dependent variable and how to find out the influential factors on employee performance on Work Culture, Motivation and Employee Performance Competence. The research is expected to give more insight into the issue discussed and become a reference for future relevant research.

METHOD

This study uses a descriptive research design that aims to make descriptive systematically, factually, and accurately about the facts and traits of the population. The variables to be studied are Work Culture (X1), Competence (X2) and Motivation (X3) as independent variables and Performance (Y) as dependent variables. The operationalization design of these variables, which includes variables, variable concepts, sub-variables, indicators, measurement scales and data sources is based on the grand theory stated above, as well as several previous studies.

The population in this study is employees of the Tahoga Market Area Public Company Office of Bogor Regency at least 30 random respondents which is considered sufficient to represent the population, because in general 30 research subjects are the boundary between a small sample and a large sample. Data collection is carried out using questionnaires given in the form of open, closed or combination questionnaires and arranged in such a way that the time needed to fill them out is no more than 30 minutes. To test the hypothesis, Multiple Linear Regression Analysis was used. The work steps in using this analysis are as follows:

$$y^{\wedge} = b_0 + b_1 x_1 + b_2 x_2 + ...+ b_n x_n + \varepsilon$$

Where:
ŷ : Employee Performance (dependent variable)
b : Cow phthisin regresi
ε : Error Term
X1 : Work Culture
X2 : Work Competency
X3 : Work Motivation

RESULTS AND DISCUSSION

Classical Assumption Test

Variable Dependencies

The dependent variable in multiple linear regression analysis calculations is a variable that depends on the independent variable and it is assumed that the dependent variable will change following the change of the independent variable but not vice versa. The dependent variables in this study were competence, culture and motivation. The hypothesis built is that the performance of Tohaga Market PUD employees will be influenced by the variables Work Culture (X1), Competence (X2), and Motivation (X3). For simplicity, the variable number of visits is nominal data which we then give the notation "V".

Independent Variables

Still according to Kumar & Ranjit, Independent variable is a variable variable whose changes in the variable will affect the value of the dependent variable. In this study there are several independent variables, namely:

1) **Work Culture Variable (X1):** The work culture variable uses ordinal data that is given the notation "X2". Cultural variables are habits in understanding differences between individuals in the company, building work groups, and improving two-way communication on an ongoing basis. Failure to unify culture and management style can hinder successful cooperation in organizational alliances because they greatly affect the togetherness and cooperation of human resources who have different cultural backgrounds.
2) **Competency Variable (X2):** Competency variable in the form of ordinal data which is employee performance in accordance with expertise and ability in achieving company performance targets. In this competency variable, there are factors of experience, performance, graduates according to the scientific field and achievements that have been achieved.
3) **Motivation Variable (X3):** The motivation variable is the drive that arises from within a person to do or think with a certain goal, whether consciously or not. Motivation is a series of attitudes and values that can influence individuals to achieve maximum performance in an organization. The motivation variable is given the notation "X3".

Validity Testing

Before the regression analysis process was carried out, validity testing was carried out using Pearson Correlation first against interval data (total X1 and total X3). This method produces a value between -1 and +1 that describes the closeness of the relationship between the two variables, where +1 indicates a perfect 1:1 relationship (either positive or negative) while 0 indicates no systematic relationship between the two variables. A correlation of + 0.5 indicates a strong relationship between two variables, but depends on the number of samples. In the validity test, a confidence level of 95% (significance 5%) is used with the number of samples as much as N = 30, then the r value of the table = 0.301. Thus,

If r counts > 0. 3494 then the question items tested are considered valid
If r counts < 0. 3494 then the question items tested are considered invalid.

The results of calculating the validity of X1 and X3 using the Pearson correlation can be seen below.

Table 1. Calculation of validity using Pearson correlation

		Work Culture	**Motivation**
Work Culture	Pearson Correlation	1	.504(**)
	Sig. (2-tailed)		.005
Motivation	N	30	30
	Pearson Correlation	.504(**)	
	Sig. (2-tailed)	.005	
	N	30	30

** Correlation is significant at the 0.01 level (2-tailed).

From the calculation of validity using the Pearson correlation with the help of SPSS, it is found that the relationship between X1 and X3 has a Pearson Correlation value of 0.504 at a significance level of 0.01 level (2-tailed). Thus r calculate > r table and is greater than 0.5 so it can be said that the question items on variables X1 and X3 are Valid.

Reliability Testing

The Cronbach Alpha coefficient is used to measure the internal consistency or reliability of a set of survey results. The value quantifies the level of approval on a standard scale of 0 to 1 where the higher the value indicates the higher the level of consent, thus indicating the consistency of the respondent's answers, and vice versa.

The following is a table summarizing the level of reliability indicated by the Cronbach' Alpha coefficient.

Table 2. The level of reliability indicated by the Cronbach' Alpha coefficient

Cronbach's Alpha Score	**Level of Reliability**
0.0 – 0.20	Less reliable
>0.20 -0.40	Rather reliable
>0.40 – 0.60	Quite reliable
>0.60 – 0.80	Reliable
>0.80 – 1.00	Very reliable

Source: Ahdika (2021)

The following is the result of calculating the value of the Cronbach Alpha coefficient from variables X3 and X4 using SPSS software. The results of Cronbach's Alpha reliability calculation are presented in table 3 below:

Table 3. Results of Cronbach's Alpha reliability calculation of variables X3 and X4

Cronbach's Alpha	**N of Items**
.654	2

Source: Results of data processing of Tohaga Market 2023 PUD employee questionnaire by the author

From the results of these calculations, the value of the Cronbach Alpha coefficient is 0.654, the result when compared with the level of reliability in table 3, it can be concluded that the questions on the variables X' and X3 are reliable.

Normality Testing

This test is performed to see whether or not the residuals are normally distributed in a data set. This test was measured using the Kolmogorov Smirnov test. The basis for decision making to determine Normality in SPSS is to look at its significance value as follows:

If the significance value (sig.) > 0.05 then the research data are normally distributed
If the significance value (sig.) < 0.05 then the research data is not normally distributed

The test results of Normality from calculations using SPSS can be seen in the following table:

Table 4. Kolmogorov-Smirnov One-Sample Normality Test Results

		Unstandardized Residual
N		30
Normal Parameters(a,b)	Mean	.0000000
	Std. Deviation	.88602760
Most Extreme Differences	Absolute	.191
	Positive	.139
	Negative	-.191
Kolmogorov-Smirnov with		1.044
Asymp. Sig. (2-tailed)		.226

Source: Results of 2023 employee questionnaire data processing by the author

From the results of the Normality test on variables in the regression model, a significance value (sig. / SPSS statistical test) of 1.044 was obtained, with a significance value of 0.226 in other words the value was more than 0.05. If the data of the Kolmogorov-Smirnov Test One-Sample normality test results is more than 0.05, it means that the research data **is Normal Distributed**.

Multicollinearity Test on Tolerance Method and VIF (Variance Inflation Factor)

The basis for decision making in the Multicollinearity test using the VIF (Variance Inflation Factor) method is as follows:

If the Tolerance value > 0.1, then in the research data there is no Multicollinearity
If the VIF value < 5, then in the research data there is a moderate but acceptable multicollinearity

The results of the regression model can be seen in Table 5 with the results of the collinearity test as shown in the table below.

Table 5. Collinearity Test Results

Model		**Unstandardized Coefficients**		**Standardized Coefficient**	**t**	**Sig.**	**Collinearity Statistics**	
		B	***Std. Error***	***Beta***	***Tolerance***	***VIF***	***B***	***Std. Error***
1	(Constant)	2.374	1.032		2.299	.030		
	Culture	.428	.252	.339	1.698	.101	.709	1.411
	Competence	-.558	.188	-.580	-2.966	.006	.739	1.353
	Motivation	.155	.414	.064	.374	.712	.950	1.053

Source: Results of processing 2023 Market PUD employee questionnaire data by the author

From the test results above, it was found that the Tolerance value on all variables was greater than 0.1 except for the competency variable below 0.1 and the VIF value on all variables below 5 so that it can be said that all variables are free from Multicollinearity.

Econometric Analysis

The purpose of inner model testing is to see the correlation between the measured constructs which is the t test of the partial least square itself. The structural or inner model can be measured by looking at the R-Square value of the model which shows how much influence between variables in the model. In assessing a model with PLS begins by looking at the R-Square for each dependent latent variable. Table 6 is the result of R-square estimation using SPSS.

Table 6. Variable Relationship of Employee Performance on Work Culture, Competence, and Motivation

Model	R	R-Squared	Adj. R-Squared	Std. Error	Change Statistics				
	R-Squared Change	*F Change*	*df1*	*df2*	*R-Squared Change*	*F Change*	*df1*	*df2*	*Sig. F Change*
1	.949(a)	.900	.889	.18715	.900	78.043	3	6	.000

Predictors: (Constant), Competence, Motivation, Work Culture

The large value of the relationship between the variables Work Culture (X1), Competence (X2) and Motivation (X3) on Employee Performance (Y), obtained the value of the R Square coefficient of 0.949 with an F Change value of 78.043 and significance of 0.000. Because the significance of < 0.05, it is known to be very significant or there is a positive influence between Work Culture (X1), Competence (X2) and Motivation (X3) on Employee Performance (Y) with a two-tailed hypothesis testing method with a significance level of 5% or 0.05. So this hypothesis is acceptable. Thus it can be concluded that the better and stronger the Work Culture, Competence and Motivation in the company will affect the increase in Employee Performance.

Table 7. Regression results of employee performance on work culture, motivation and competence

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	*Std. Error*	*Beta*	*B*	*Std. Error*
1	(Cosntant)	2.374	.206		2.299	.030
	Culture	.428	.050	.625	1.698	.101
	Competence	-.558	.038	-1.070	-2.966	.006
	Motivation	.155	.083	.119	.374	.712

Dependent Variable: Y1

Based on the output results of table 7 values Y = 2.374 + 0.428X1 – 0.558X2+0.155X3 with the significance of each variable X1, X2 of 0.000 and variable X3 with a value of 0.033. Because the significance of <0.05 with a significance level of 5% or 0.05, successfully identified a positive influence between Work Culture (X1), Competence (X2) and Motivation (X3) on Employee Performance (Y). Thus it can be concluded that the higher the Work Culture, Competence and Motivation in working will increase Employee Performance.

Based on the results of partial hypothesis testing for Work Culture, Competency and Motivation on employee performance is acceptable, with it has been proven that the variables of work culture, motivation, and competence have a positive and significant effect on the performance of Tahoga Market PUD employees. This result proves that the better the Work Culture, Competence and Motivation within the company will affect employee performance at work, this result is also consistent with the theory put forward by Kaesang et al. (2021), stating that work culture is a manifestation of life encountered in the workplace. Work culture is a system of meaning related to work, work, work interaction, which is mutually agreed upon, and used in daily work life (Andini & Purnama, 2023; Nasution et al., 2018). According to Kinasih et al. (2021), competency is the work ability of each individual which includes aspects of knowledge, skills, and work attitudes that are in accordance with work experience and educational background. Motivation is the provision of driving force that creates a person's work enthusiasm so that they want to work together, work effectively and are integrated with all their efforts to achieve satisfaction (Andayani, 2020; Kurniasari, 2018). This also has similar results to previous research from Gijoh (2013) which concluded that various types of work culture, competence and motivation are positively correlated with employee performance, so this hypothesis states there is an influence so that it can be accepted. Reinforced again in the results of the study by Ainanur & Tirtayasa (2018) explained simultaneously there was a positive and significant influence.

CONCLUSION

The conclusion of the results showed that partially the variables of work culture, competence and motivation had a significant positive effect on the performance of employees of the Tohaga Market Area Public Company, Bogor Regency. Companies can strengthen the organization's work culture to improve employee performance. Partially, the competency variable has a significant positive effect on the performance of employees of the Tohaga Market Area Public Company, Bogor Regency. Competencies in the company can be in the form of training, coaching or counseling. Partially, the motivation variable has a significant positive effect on the performance of employees of the Tohaga Market Area Public Company, Bogor Regency. By providing motivation to employees both in the form of material and moral, it will increase employee enthusiasm at work. Simultaneously, there is a positive and significant influence between organizational culture variables, competence and motivation on the performance of employees of the Tohaga Market Area Public Company, Bogor Regency.

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