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## The Role of Work Motivation in Mediating Training and Organizational Culture for Improving Employee Performance

Setyo Riyanto\*, Unang Toto Handiman, Andika Dwi Prasetya

Management Doctoral Program, Mercu Buana University, Jakarta, Indonesia

**Abstract:** The purpose of this paper is to determine the role of work motivation in mediating training and organizational culture for improving employee performance. Motivation is a way to improve the performance of employees who work at different levels. Employees feel motivated to achieve better performance after being given training. In addition, employees feel motivated by being involved in achieving company goals. This study aims to answer whether work motivation can improve employee performance and whether work motivation has a significant role in mediating training and organizational culture in improving employee performance. This study uses a quantitative approach by surveying to obtain primary data from respondents. Simple random sampling is a technique for taking samples. All employees of the Social Security Administrator in Tangerang City are the research targets. The sample of this study was 98 respondents, in determining the amount using the Slovin formula at the five percent margin of error. Analysis of research data using Smart PLS to test the research hypothesis. The results showed that work motivation could directly improve employee performance. Work motivation plays a significant role in mediating organizational culture to improve employee performance, but not training. More findings are that organizational culture directly affects work motivation, but not for training. Originality/value in this study is that organizational culture has a strong influence in motivating workers and has implications for improving employee performance in State-Owned Enterprises in the field of Social Security Providers.

**Keywords:** organizational culture, work motivation, training, employee performance.

### 工作动机在调解培训和

**摘要:** 激励是提高不同级别员工绩效的一种方式。员工在接受培训后会感到有动力取得更好的绩效。此外, 员工通过参与实现公司目标而感到积极。本研究旨在回答工作动机是否可以提高员工绩效, 以及工作动机是否在培训和组织文化对提高员工绩效的中介作用中具有显著作用。本研究采用定量方法, 通过调查从受访者那里获取原始数据。简单随机抽样是一种抽样技术。唐格朗市社会保障局的所有员工都是研究对象。本研究的样本是 98 名受访者, 在 5% 的误差范围内使用斯洛文公式确定金额。使用智能 PLS 分析研究数据以检验研究假设。结果表明, 工作激励可以直接提高员工绩效。工作动机在调解组织文化以提高员工绩效方面发挥着重要作用, 但在培训方面则不然。更多的发现是组织文化对工作动机有直接的显著影响, 但对培训没有影响。

**关键词:** 组织文化、工作动机、培训、员工绩效。

### 1. Introduction

The organization gathers and coordinates systems between people, groups, and organizations highly subject to the organizational culture that shapes individual performance [15]. Organizations should

focus on creating human resources, especially further developing employee performance to expand the company's competitive strategic advantage [14, 56]. Employee performance is crucial in advancing friends' greatness and productivity [10, 48, 58]. Thus, employee

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About the authors: Setyo Riyanto, Unang Toto Handiman, Andika Dwi Prasetya, Management Doctoral Program, Mercu Buana University, Jakarta, Indonesia

performance is utilized to recognize between “great” employees and “terrible” employees [10].

Employees who have the knowledge and abilities control the advancement and greatness of the company. The acquisition of new knowledge and abilities through training prompts expanded employee performance [5, 19, 60]. Companies should reinforce motivation further to develop employee performance in light of the fact, and it will further build company performance [10, 28].

This study aimed to measure whether work motivation can improve employee performance and whether work motivation has a significant role in mediating training and organizational culture in improving employee performance at Employment Social Security Provider companies in Tangerang City, Banten, Indonesia. This State-Owned Enterprise is crowded with health insurance services and community employment activities. The research factors refer to the opinions of employees in a preliminary survey of 30 employees. Most of them stated that the factors that can improve employee performance are training, organizational culture, and work motivation. The employee's opinion attracted researchers to research more thoroughly to get answers to the following research questions:

*RQ1:* Does work motivation has a significant effect on further developing employee performance directly?

*RQ2:* Does work motivation have a significant role in mediating the impact of training to further developing employee performance?

*RQ3:* Does work motivation have a significant role in mediating the impact of organizational culture to further developing employee performance?

*RQ4:* Does training have a significant effect on work motivation and improving employee performance?

*RQ5:* Does organizational culture have a significant effect on work motivation and further developing employee performance?

## 2. Literature Review

### 2.1. Employee Performance

Performance is the capacity, work exertion, and open position that is measured from the yield, multidimensional ideas [2, 9, 47, 59] require different intellectual capacities that are worked with thorough knowledge and ability [24] to do a task because of individual occupation conduct [8].

Employee performance is a person's capacity to understand his work objectives, meet expectations, and accomplish work focus to accomplish the principles set by the company [3, 8, 35, 37]. Thus, employee performance is a fundamental element for further developing organizational performance [4, 29], creating competitive advantage and fast transformation to changing business sector [12, 30] and focus on all parts of regulatory work [16]. Employee performance measurement utilized seven measures [6]: Quantity of

Work, Quality of Work, Job Knowledge, Creativeness, Cooperation, Dependability, and Initiative.

### 2.2. Work Motivation

Work motivation is the energy power that drives work-related conduct and decides its structure, span, direction, and intensity [12] depicted motivation as an extrinsic or intrinsic behavioral drive and afterward investigated its impact on performance [11]. External mechanisms manage extrinsic behavior (e.g., incentives or punishments), though intrinsic behavior is coordinated without anyone else interest (e.g., performance) and motivation [11, 45, 62]. Thus, employees should be motivated to build work fulfillment, expand organizational productivity [26], and accomplish employee and organizational objectives [61].

Measurement of work motivation utilizing the Three Needs Theory approach. The theory clarifies that the need for achievement, power, and affiliation essentially affect individual behavior, which is useful to comprehend from an organizational context [37]. The need for achievement is the support of employees to accomplish the objective to be performed by what they do. The need for affiliation drives employees to a subsidiary with others to contend by staying away from high risk and vulnerability. At last, the need for power is the employee's craving to control others, further develop notoriety, and have his thoughts acknowledged and executed.

### 2.3. Training

Training is a program to improve and foster employee performance [31]. Companies appear to be obliged to design employee-training programs to upgrade the abilities and capabilities required in the working environment [18]. The central role of training is to develop further employee performance in the current job [36, 50]. Capacity and skill are obtained through mastering exercise [19, 20, 55]. Learning is a fundamental component of the essential way to deal with work [21, 46, 51]. Training is a method for giving learning exercises [7, 40, 43], expanding the viability of current positions, and planning employees for future positions [33, 38]. Thus, training is an arranged exertion by the company to improve skills identified with employee work. Employees need to get the training to secure fundamental abilities and upgrade their work-related skills [13, 19].

Measurement of training utilizes a Needs Analysis approach [20]. Needs analysis alludes to the company's need to create and further develop employee abilities, leadership training, and assess training results. With this, measurement analysis implies expanding employees' knowledge and abilities in the wake of going to training. Therefore, employees improve a lot their abilities to do the jobs a lot that is their obligation.

## 2.4. Organizational Culture

“Culture is generally used to clarify the concept of values, organizational climate, physical and cultural artifacts, norms, or as a "normative glue" to unite members in organizations” [25]. The entirety of the above is an indication of culture as opposed to culture itself [25].

Organizational culture is a pattern of fundamental assumptions that a gathering of employees shares after examining and having confidence in reality. The act of convictions is an approach to external adaptation and internal integration. These basic assumption patterns should be instructed to new employees to improve their performance, perceive, think and express their sentiments about organizational problems [54].

Measurement of organizational culture utilizes an organizational culture approach that supports organizational viability. This approach includes engagement, consistency, adaptability, and mission. An effective organization should have the option to adjust these four components [34]. Engagement is an organization's capacity to enable, form, and foster human resources abilities at all levels. Consistency is the organization's capacity to apply governs reliably, organized, and incorporated. Adaptability is an organization's capacity to face challenges, gain from botches, and make a change. Finally, the mission is the organization's capacity to encourage employees to invest their efforts for their good because of their expectations.

## 3. Conceptual Framework

The framework of thinking in this study assumes that work motivation significantly affects employee performance. Thus, work motivation has a direct impact on improving employee performance. Furthermore, it assumes that work motivation indirectly plays a role in mediating the influence of training and organizational culture in improving the performance of employees of the Employment Social Security Organizing Agency. Separately, this study will also assume that training and organizational culture significantly affect employee work motivation. This research framework builds assumptions from the impact of the dimensions of the exogenous latent variables on the endogenous latent variables.

This section will build a framework by assuming that employees' need for achievement, power, and affiliation can increase Quantity of Work, Quality of Work, Job Knowledge, Creativeness, Cooperation, Dependability, Initiative. With this, the framework assumes that employee work motivation has a significant effect on improving employee performance. This framework is in line with the research results from [2, 30, 63], clearly showing that motivation is an essential factor that plays a critical role in improving positive employee impact on the company performance.

Therefore, this study considers hypothesis H1 as follows:

*H1:* Work motivation has a significant influence on improving employee performance directly.

Furthermore, building the assumption that employees' needs for achievement, power, and affiliation play a role in mediating the needs of companies and employees in developing employee abilities and competencies to increase Quantity of Work, Quality of Work, Job Knowledge, and Creativeness, Cooperation, Dependability, Initiative. With this, the framework assumes that motivation plays a role in mediating training to improve employee performance. This framework is in line with the research results by [23, 42] show that work motivation acts as a training mediator to improve employee performance. Therefore, this study considers hypothesis H2 as follows:

*H2:* Work motivation has a significant role in mediating training to improve employee performance.

This section will build on the assumption that employee needs for achievement, power, and affiliation play a role in mediating the company's ability to empower employees. Empower to have involvement, consistency, adaptability, and mission. The goal is to increase the Quantity of Work, Quality of Work, Job Knowledge, Creativeness, Cooperation, Dependability, and Initiative. With this, the framework assumes that motivation plays a role in mediating the influence of organizational culture to improve employee performance. This framework is in line with the research results of [48, 53], which shows that the influence of organizational culture on employee performance through motivation will be more significant if through motivation than directly. Therefore, this study considers hypothesis H3 as follows:

*H3:* Work motivation has a significant role in mediating organizational culture to improve employee performance.

Building this frame of mind by assuming that the company's need to develop and improve employee competencies by training affects employee needs for achievement, power, and affiliation, significantly affecting individual behavior. Therefore, training improves the Quantity of Work, Quality of Work, Job Knowledge, Creativeness, Cooperation, Dependability, and Initiative. With this, this framework assumes that training directly affects work motivation and directly affects employee performance.

This assumption is in line with the research results from [18, 31] show that the training significantly affected employee performance. Also, [44] explains that training is an essential solution to increase motivation. Therefore, this study considers hypotheses H4 and H6 as follows:

*H4:* Training has a significant effect on improving employee performance.

*H6*: Training has a significant effect on work motivation.

They build this framework by assuming that empowering employees to have engagement, consistency, adaptability, and mission can affect employees' needs for achievement, power, and affiliation, significantly influencing individual behavior. Therefore, organizational culture can increase Work Quantity, Work Quality, Work Knowledge, Creativity, Cooperation, Dependence, and Initiative. Thus, this framework assumes that organizational culture directly influences work motivation and impacts employee performance. This assumption is in line with the research results of [27, 52], which show that organizational culture significantly influences employee performance. In addition, research by [1] concluded that organizational culture has a positive and significant effect on work motivation. Therefore, this study considers hypotheses H5 and H7 as follows:

*H5*: Organizational culture has a significant effect on improving employee performance.

*H7*: Organizational culture has a significant effect on work motivation.

Fig. 1 describes the conceptual framework of how to build research hypotheses to answer research questions.

## 4. Methodology

This study uses a quantitative approach. The procedure is to conduct a preliminary survey to determine what variables affect employees to improve employee performance after getting organizational culture variables, training, and motivation as variables that significantly affect employee performance. This objective achieves by a survey was administered to employees using a simple random sampling method in which all members of the statistical population had the same probability of being selected.

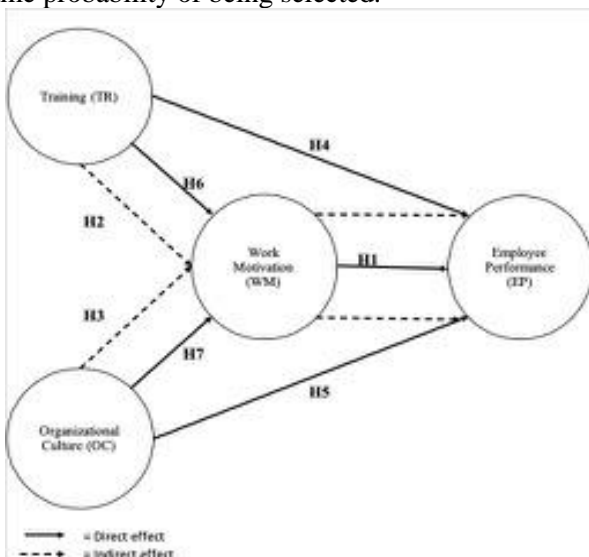


Fig. 1 Conceptual framework

The study is conducted from January to April 2021. We conducted a study using a population of 120 employees identified as employees in the Tangerang

City Employment Social Security Administering Agency Company database. From the population, using the Slovin formula with a margin of error of five percent, the number of samples to be taken in this study is 98 respondents.

The questionnaire consists of three exogenous variables and one endogenous variable: organizational culture, Training, motivation, and Employee Performance. All indicators are measured on a five-point Likert scale. The data analysis method was conducted using descriptive statistics and Structural Equation Modeling–Partial Least Square (SEM-PLS). The analysis of SEM-PLS was performed by using the 3.0 WarpPLS program. These tools have been selected because they work efficiently with small sample sizes and complex models.

## 5. Results and Discussion

### 5.1. Results

Table 1 describes the measurement model calculations with SmartPLS3 from the loading factor values on the indicators for each research variable. In this study, a loading between 0.40 - 0.70 will be considered to be maintained if these indicators can increase the average variance extracted (AVE) and composite reliability above the threshold (threshold) [17]. The AVE value must be above 0.5. Convergent validity evaluation is an internal consistency reliability check, where the coefficient values of Cronbach's alpha (CA) and Composite Reliability (CR) can show the consistency value. The expected CA and CR values are above 0.7. Table 1 shows the value of a loading factor, AVE, CA, and CR results.

Table 1 The value of measurement model (Data processed by researchers, 2021)

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Employee Performance	0.763	0.840	0.513
Organizational Culture	0.836	0.877	0.504
Training	0.844	0.822	0.518
Work Motivation	0.825	0.873	0.643

Table 2 The value of Fornell and Larcker criterion (Data processed by researchers, 2021)

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Employee Performance	0.716		
Organizational Culture	0.836	0.710	
Training	0.844	0.822	0.518
Work Motivation	0.825	0.873	0.643

The loading factor value for all manifest variables is above 0.60. Table 1 shows the AVE value is above 0.5 for each latent variable, as well as Cronbach's Alpha

and Composite Reliability values above 0.70. Thus, the evaluation concludes that all manifest variables support the latent variable. Furthermore, the greater the representation of the manifest variable on the latent variable, the latent variable has high validity and reliability.

Based on the results of discriminant validity testing after model modification, as shown in Table 2, all cross-loading values of their constructs greater than the cross-loading value of other constructs are declared valid. Therefore, the evaluation result concluded that the constructs of training, organizational culture, work motivation, and employee performance have high discriminant validity.

Table 3 The value of structural model (Data processed by researchers, 2021)

Hypothesis	Path Coefficient	T-Value	P-Value	Finding
H1	0.261	2.205	0.024	Support
H2	0.054	1.241	0.215	Not Support
H3	0.143	1.998	0.046	Support
H4	0.398	3.832	0.000	Support
H5	0.229	2.064	0.040	Support
H6	0.206	1.674	0.095	Not Support
H7	0.548	4.022	0.000	Support

Table 3 shows the evaluation of the structural model or hypothesis testing of the Tangerang City Employment Social Security Administration employees. Work motivation has a significant direct influence on employee performance; thus, hypothesis one supports it. The test results that support this conclusion are t-value = 2.205 above 1.96 and  $p = 0.028$  below 0.05. Then, work motivation does not have a significant role in mediating training to improve employee performance; thus, hypothesis two does not support it. The test results that does not support this conclusion are t-value = 1,241 below 1.96, and  $p = 0.215$  above 0.05. Work motivation plays a significant role in mediating organizational culture to improve employee performance; thus, hypothesis three supports it. The test results that support this conclusion are t-value = 1,998 above 1.96, and  $p = 0.046$  below 0.05. Afterward, training has a significant direct effect on the performance of employees. Still, it does not significantly affect employees' work motivation, so hypothesis four supports it, but hypothesis six does not. The effect of training on employee performance is  $t = 3.832$  above 1.96 and  $p = 0.000$  below 0.05, the effect of training on employee work motivation are t-value = 1.674 below 1.96 and  $p = 0.095$  above 0.05. Finally, organizational culture has a significant direct influence on work motivation and the performance of employees; thus, hypotheses five and seven support it. The test results that support this conclusion are the value of  $t = 2.064$  above 1.96 and  $p = 0.040$  below 0.05. That is the result of the impact of organizational culture on employee performance. Then the results of the effect of organizational culture on

work motivation are t-value = 4.022 above 1.96 and  $p = 0.000$  below 0.05.

Table 3 also shows the path coefficient values where the evaluation results show that all path coefficients are positive. Therefore, it can conclude that training, organizational culture, and work motivation are directly related to employee performance. Each path coefficient value is 0.398, 0.229, and 0.261. Then training and organizational culture are positively related to work motivation, each with a coefficient value of 0.206 and 0.548. Indirectly, training and organizational culture are positively related to employee performance through work motivation. Respectively, the path coefficient values are 0.054 and 0.143.

Furthermore, Table 3 shows the R-square value, predictive relevance, and effect size. The coefficient of determination (R-square) on both endogenous latent variables is moderate. It shows that the variance of employee performance can be explained by 59.8 percent by training variance, organizational culture, and work motivation. In comparison, the work motivation can be explained by 49.1 percent by training variance and organizational culture. Q-squared value of employee performance = 0.276 > 0, and work motivation = 0.227 > 0 thus indicating that the exogenous latent variable has predictive relevance to the affected endogenous latent variable. The most significant influence is organizational culture on work motivation, meaning that the organizational culture contributes substantially to work motivation than other exogenous latent variables. Therefore, it can say that organizational culture is significant to improve employee performance.

Obtained model fit by measuring the Residual Standardized Root Mean Square (SRMR). Values less than 0.10 or 0.08 are considered suitable. [22] introduced SRMR as a measure of goodness of fit for PLS-SEM, which can avoid model specification errors. The resulting test SRMR value from the resulting test is 0.076. Thus, it is below 0.08, which is considered a model fit for the size of the goodness of fit.

## 5.2. Discussion

Refers to the loading factor value that loading factor value reflects the degree of the employee's response to each question related to the observed variables. The following are employee responses to the variables of work motivation, training, work culture, and employee performance. Employees assume that they have a passion for achievement, make measurable risky decisions, cooperate with colleagues in solving problems, understand colleagues' attitudes so that misunderstandings do not occur, and are encouraged to occupy higher positions by frequently leading work projects. Then, the employees assume that the training provided is in line with the company's needs and employees. Still, the selection of training participants does not follow job qualifications, and the presenters do

not understand the material and how to deliver the material. Employees also assume that the company has been empowered effectively in every job, team performance-oriented, not individual. The company provides opportunities to improve achievement, learns management-oriented, has a strategy to achieve the targets, and has a clear vision and mission. Finally, employees assume that they will do every job well to achieve maximum results, understand the main functions and duties of the job, help colleagues who need help, complete the job well, and complete the work before the specified deadline.

Refer to employee responses in the previous section. Employee responses to employee motivation and performance support Hypothesis 1, namely, work motivation directly affects employee performance. Hypothesis 1 also answers the research question, "Does work motivation directly affect improving employee performance?". This finding aligns with [41, 49, 57], which clearly shows that motivation is an essential factor that plays a critical role in improving employee performance, which positively affects company performance.

Then, employee responses to employee training, motivation, and performance support hypothesis 4, namely that training directly affects employee performance. This finding aligns with [27, 52] research that concluded that organizational culture significantly influences employee performance. Hypothesis 4 answers the research question of whether training has a direct effect on improving employee performance. However, training does not support hypothesis 6, and training does not directly affect work motivation. Thus, it does not answer the research question of whether work motivation has a significant direct effect on work motivation. In addition, training does not support hypothesis 2, the role of motivation in mediating training to improve employee performance. The company caused this finding in selecting employees for training that did not match the qualifications, and the presenters did not understand the material and how to deliver the material. This finding does not align with [23], who concludes that work motivation acts as a training mediator to improve employee performance. Also, [44] the study explains that training is an essential solution to increase motivation.

Finally, employee responses to organizational culture, motivation, and employee performance support hypothesis 3, hypothesis 5, and hypothesis 7. Thus, these hypotheses answer the research questions "does motivation play a role in mediating organizational culture to improve employee performance?"; "Does organizational culture have a significant direct effect on work motivation and influence in improving employee performance?" This finding is in line with the research of [48, 53], which shows that organizational culture's influence on employee performance through work motivation will be more significant if through work

motivation than directly. The following finding from [27, 52] shows that organizational culture significantly influences employee performance. In addition, research by [1] concluded that organizational culture has a positive and significant effect on work motivation.

## 6. Conclusion

From a theoretical perspective and the results of data analysis, we find that work motivation plays a significant role in predicting employee performance improvement. Work motivation plays a role in mediating work culture to improve employee performance. However, work motivation does not play a role in mediating training to improve employee performance. Individual work motivation has a strong influence. Work culture has a strong predictor in influencing work motivation to improve employee performance. Thus, leaders need to provide an organizational culture that encourages the performance of each employee and emphasizes the importance of organizational goals so that each individual can display better work performance.

Based on the researcher's direct experience in the research process, there are some limitations experienced. Several factors can be given more attention to future researchers in further refining their research because of course. The Covid-19 pandemic situation is a significant obstacle in the data collection process. Questionnaires can only be left and taken the following week, so face-to-face interviews are not possible. Therefore, the information provided by the respondent through the questionnaire may not show the respondent's genuine opinion, this happens because sometimes the thoughts, assumptions, and understandings of each respondent are different, as well as other factors such as the honesty factor in filling out the respondent's opinion in the questionnaire., and because of the COVID-19 pandemic situation, it is also not possible to retrieve many data. Therefore, many data can reflect the actual position. Hopefully, the further researcher can correct this limitation, which has the same concern.

Based on the research findings, it can show a new originality/value that organizational culture has a powerful influence on motivation, the implications of which can improve employee performance. With high employee performance, it is easier for State-Owned Enterprises to achieve organizational performance. A strong corporate culture in the organization increases employee motivation to achieve organizational goals [32]. Therefore, it is beneficial to improve employee performance. Personal beliefs differ from corporate values when an employee enters the organization. In a strong culture, employees are on the same path towards achieving organizational goals and growth opportunities.

## 7. Suggestion

Based on the research results and discussion analysis, the influence of organizational culture has the highest path coefficient of 0.548 compared to other exogenous variables. It means that every 1% increase in work culture will increase employee motivation by 54.8%. The impact will improve employee performance. For this reason, it is recommended to the management of the Employment Social Security Administration to empower, build, and develop human resource capabilities at all levels. Then the company implements the strategy consistently and integrated. Companies increase the organization's ability to adapt to technological changes to improve customer service. Companies can encourage employees to invest their competencies to increase competitive advantage because of the employees' expectations of the organization.

In this study, the direct effect of training on motivation is not significant and does not support hypotheses 2 and 6. This finding becomes a research gap for the next researcher. For this reason, it is suggested to the next researcher to research with the same research model in other companies. On this occasion, also pointed to measure employee performance by using different variables such as job satisfaction, commitment, and work design to improve employee performance.

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