

The Influence of Organizational Culture and Education and Training on Employee Motivation and Performance of Public Water Supply Tirta Mahakam Kutai Kartanegara Regency

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ABSTRACT: *This study aims to prove the influence of organizational culture and education and training on work motivation and performance of employees of Perumda Water Drinking Tirta Mahakam, Kutai Kartanegara Regency. This study involved 100 employees of the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency as respondents. The data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is done by multivariate analysis which is run through the SmartPLS program. The results of the study show that organizational culture has a positive and significant effect on employee motivation. Education and training have a positive and significant effect on employee motivation. Organizational culture has a positive and insignificant effect on employee performance. Education and training have a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance through work motivation. Education and training have a positive and significant effect on employee performance through work motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency.*

KEY WORD: *Organizational Culture, Education and Training, Motivation, Employee Performance*

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I. INTRODUCTION

Competition in companies engaged in banking services such as BPD Kaltimara is increasingly facing great. Employee performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities. The implementation of a work is considered to meet standard standards when referring to the results of the work that has been determined, so as to achieve precise and accurate results and targets, including the Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency. Perumda Water Drinking Tirta Mahakam, Kutai Kartanegara Regency, in its efforts to carry out its main tasks, functions and work procedures experienced various obstacles, especially those related to low employee performance. This causes a discrepancy between the demands and the needs of the Tirta Mahakam Drinking Water Regional Government, Kutai Kartanegara Regency in achieving its goals.

Based on the results of the initial research, the performance of employees at the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency is low. This can be seen from the problem indicators, including the accuracy of the low quality of work, for example at the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency, in carrying out the preparation of activity evaluation and reporting there are often discrepancies in delays in preparing monthly reports from each branch / branch for submitted to the Head Office, causing the preparation of consolidated reports for all branches and branches to be an obstacle and affect the delay in the Board of Directors in evaluating the company's progress every month. On the other hand, the low performance of employees can be seen from the ineffective use of working time, for example at Perumda Air Drinking Tirta Mahakam, Kutai Kartanegara Regency, in the preparation of the Company Work Plan and Budget Program (RKAP) often experienced delays in its completion, which should have been completed on time, but in reality it could not be completed in accordance with the stipulated time, so This has caused delays in the implementation of the company's programs and activities due to delays in the preparation of the Company's Work Plan and Budget Program (RKAP) for Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency.

The decline in employee performance at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency was caused by a lack of employee motivation in carrying out their duties, this was caused by several things that occurred in the field including the high workload that exceeded the ability of human resources where the time available and systems and supporting facilities were limited, lack of authority to make decisions while

the responsibility that must be borne is very large, and this requires joint efforts to revive motivation in each employee so that employee motivation to complete the work assigned according to work duties can be completed optimally with results according to company targets.

Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency also really needs to pay attention to problems related to factors that influence motivation. It is undeniable that the creation of an atmosphere in organizational culture, creating education and training in accordance with the needs and work environment is one of the reasons for inadequate policy arrangements for the interests and needs of its employees.

Based on the problems regarding employee motivation and performance, there are several influencing factors, based on research observations on the impact affecting employee motivation and performance including organizational culture, education, and training.

Organizational culture is a set of values, beliefs and organizational views that are imbued, understood, and practiced by all members of the organization and taught to new members of the organization as the right way to act and the agreements that are followed and become demands for its members to act. Organizational culture or corporate culture is defined as values, symbols that are understood and obeyed together, owned by the organization so that the members of the organization feel one family and create conditions for members of the organization to feel different from other organizations.

Culture has a very close relationship and is a major factor in the success of an organization. More than that, a strong organizational culture will influence agency policies, agency organizational structures and other regulations. Within the organization, employees know what they should do in various situations and conditions in accordance with the instructions and guidelines reflected through the values that apply in the organization.

Phenomena in the field are related to organizational culture in the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency includes that there has not been the creation of an organizational culture that has an insight into innovation and can solve problems with the courage of employees to take risks in order to achieve the goals of the Company. Employees are also allegedly not able to solve work problems by paying attention to details that can affect the quality of work results, the importance of paying attention to the quality of work in order to achieve organizational goals must also be considered by employees, this will be achieved if employees work together with the Company able to carry out a culture of cooperation aggressively in carrying out tasks in a stable manner. Appreciation and attention of employees and superiors in working together will form the organizational culture needed by the Company.

II. LITERATURE REVIEW

Organizational Culture on Work Motivation

Work culture is formed as soon as the work unit or organization is established, the formation of work culture when the work environment or learning organization faces problems, both regarding external and internal changes related to organizational unity and needs as well as employee motivation. The amount of influence they have will determine what separate ways are carried out in the work unit or organization they lead as well as the level of employee motivation. Based on this statement, it can be seen that organizational culture can increase work motivation optimally (Baron & Grennberg, 2015: 89). The study of the relationship of organizational culture to work motivation and employee performance, can be confirmed through empirical studies that have been carried out by research with the following elaboration, research conducted by Giantari & Riana, (2017), Liliyana, Hermina & Zain, (2011), Maithel, Chaubey & Gupta, (2012) and Panagiotis, Alexandros & George, (2014) stated that organizational culture has a significant influence on work motivation, in contrast to research conducted by Weerasinghe, (2017) and Yusof et al., (2017) stated that organizational culture has no significant effect on work motivation.

H1: Organizational culture has a positive and significant effect on employee motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency.

Education and Training on Work Motivation

The implementation of education and training has a close relationship and has the same direction, namely increasing the skills, knowledge and attitude of employees. Because the factors that influence work achievement are ability factors and motivation factors. Increasing education and training in an organization will be able to increase work motivation directly and significantly (Bernardin & Russel, 2010: 102). Empirical studies regarding the effect of education and training on work motivation and employee performance state that education and training can have a significant and insignificant effect on both work motivation and employee performance. Research conducted by Darmawan, Supartha & Rahyuda, (2017), Güllü, (2016), Mardiana, Setiawati & Malik, (2016), and Nazar, (2014) states that education and training have a significant influence on work motivation. Unlike the research conducted by Ozkeser, (2019) and Yuni et al., (2013) stated that education and training had no significant effect on work motivation.

H2: Education and training have a positive and significant effect on employee motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency

Organizational Culture on Employee Performance

The more effectively organizational or corporate culture is implemented, it will further improve the performance of service employees in the community, so it can be concluded that organizational culture is able to have a significant influence on employee performance (Davis & Newstrom, 2013: 95). The influence of organizational culture on employee performance can be explained through empirical studies conducted by Ahmad, (2012), Arianto, (2013), Ehtesham, Muhammad & Muhammad, (2011), Idris, (2018) and Shahzad, (2014) stating that culture organization has a significant influence on employee performance. Unlike the research conducted by Uddin, Luva & Hossain, (2012) and Wambugu, (2014) stated that organizational culture has no significant effect on employee performance.

H3: Organizational culture has a positive and significant effect on employee performance at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency

Education and Training on Employee Performance

Employees who are qualified and able to produce employee performance are those who understand and understand the work they will do, employees who have abilities that are in line with the needs of their duties and functions are a condition for creating professional employees. Optimizing Education and training will improve employee performance in achieving organizational goals in line with the company's desires and needs (Gibson & Ivancevich, 2011: 102) Empirical studies which state that there is an influence between education and training on employee performance can be explained through research conducted by Al- Mzary, Al-rifai & Al-Momany, (2015), Hidayat & Budiartma, (2018), Idris, (2018) and Mahadevan & Yap, (2019) state that education and training have a significant influence on employee performance, while research carried out by Mandang, Lumanauw & Walangitan, (2017) and Ratnasari & Sunuharyo, (2018) stated that education and training had no significant effect on employee performance.

H4: Education and training have a positive and significant effect on employee motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency

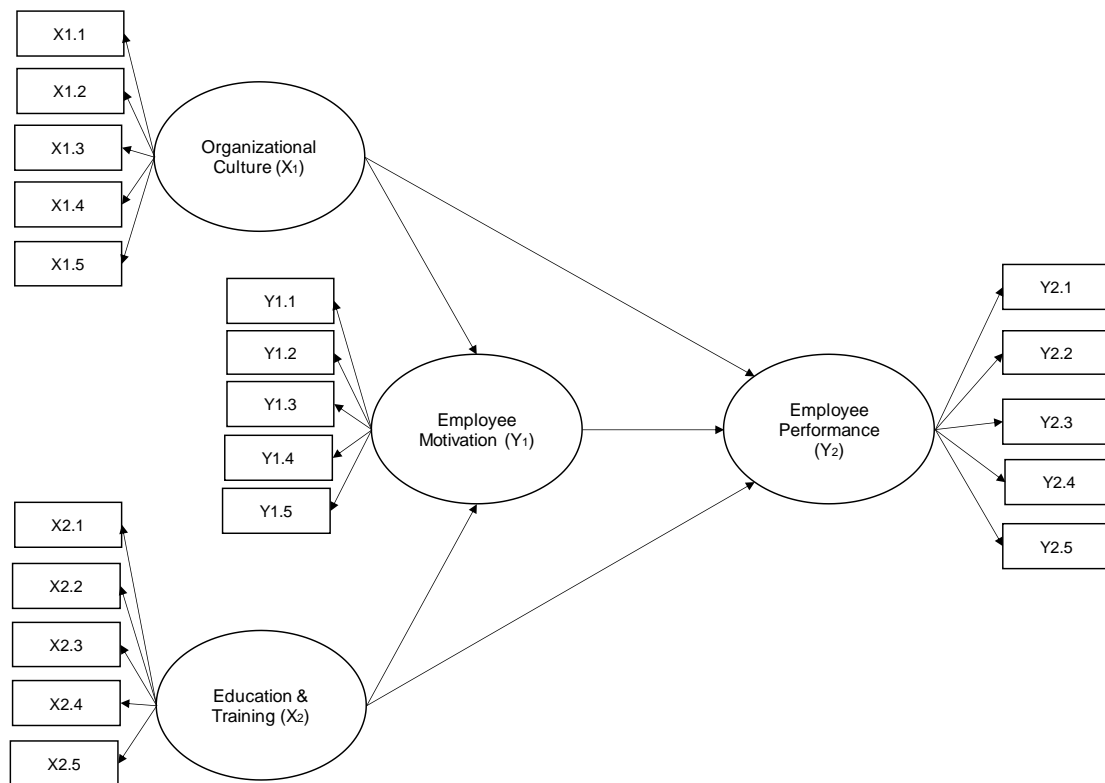
Work Motivation on Employee Performance

Davis & Newstrom, (2013: 104), provides an understanding that employee performance shows the suitability between the results of employee work that arises and the targets that have been set to complete the work, so employee performance is also closely related to the theory of justice, psychological agreement, and motivation. In addition, the relationship between employee performance and work motivation is also explored by showing the relationship between employee performance and intrinsic motivation, this gives the sense that work motivation has an impact or influence on improving employee performance. The empirical gap regarding the effect of motivation on employee performance can be identified through several previous studies, research conducted by Almusaddar, Ramzan & Raju, (2018), Hairuddin et al., (2017), Jusmin et al., (2016) and Permansari, (2013) states that motivation has a significant influence on employee performance. Unlike the research conducted by Suhermin, (2016) and Sujiati, (2017) stated that motivation has no significant effect on employee performance.

H5: Work motivation has a positive and significant effect on employee performance at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2023

III. RESEARCH METHODOLOGY

The data in this study were obtained through a questionnaire in this study, in this study, the population in this study were all employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency. The total number of employees is 390 employees of Perumda Water Drinking Tirta Mahakam, Kutai Kartanegara Regency. Sampling used in research is purposive sampling. This purposive sampling method is limited to certain types of people who can provide the desired information, either because they are the only people who have it, or they fit some criteria established by the study. according to Hair et al. (2014: 102) the minimum sample size is at least five times the number of question items to be analyzed, in this study there were 20 question items, so the required sample size is a minimum of $20 \times 5 = 100$ samples. Based on the explanation regarding sampling in this study, it can be seen that the number of samples in this study were 100 respondents where the respondents were employees of Perumda Air Drinking Tirta Mahakam, Kutai Kartanegara Regency. The responses were sought using Likert's five-point scale. The relationship between variables in this study was analyzed using the Partial Least Square Structural Equation Modeling method (PLS-SEM). PLS-SEM is more suitable for identifying fewer problems, can use a much smaller and much larger sample, and is easier to construct formative and reflective constructs.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. Multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison

to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross-loading value.

Table 1: Evaluation of Measurement Model

Variables	Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Organizational Culture (X1)	X1_1	0.851	0.935	0.742	Yes
	X1_2	0.881			
	X1_3	0.986			
	X1_4	0.873			
	X1_5	0.802			
Education & Training (X2)	X2_1	0.826	0.901	0.647	Yes
	X2_2	0.693			
	X2_3	0.866			
	X2_4	0.806			
	X2_5	0.822			
Employee Motivation (Y1)	Y1_1	0.651	0.884	0.659	Yes
	Y1_2	0.881			
	Y1_3	0.863			
	Y1_5	0.830			
Employee Performance (Y2)	Y2_1	0.921	0.947	0.783	Yes
	Y2_2	0.910			
	Y2_3	0.917			
	Y2_4	0.894			
	Y2_5	0.774			

Source: Calculated using SmartPLS, 2023

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Organizational culture has a positive and significant effect on employee motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency.
2. Education and training have a positive and significant effect on employee motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency.
3. Organizational culture has a positive and insignificant effect on employee performance at the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency.
4. Education and training have a positive and significant effect on employee performance at the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency.
5. Work motivation has a positive and significant effect on employee performance at the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency.
6. Organizational culture has a positive and significant effect on employee performance through work motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency.
7. Education and training have a positive and significant effect on employee performance through work motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency.

Table 2.
Bootstrapping Results

<i>Direct Effect</i>				
Influence Value Between Variables	Original Sample	t Statistics	P Values	Information
Organizational culture on work motivation	0,410	3,512	0,000	Significant Positive
Education and training on work motivation	0,520	4,399	0,000	Significant Positive
Organizational culture on employee performance	0,079	0,698	0,486	Positive Not Significant
Education and training on employee performance	0,451	4,628	0,000	Significant Positive
Work motivation on employee performance	0,416	4,628	0,000	Significant Positive
<i>Indirect Effect</i>				
Influence Value Between Variables	Original Sample	t Statistics	P Values	Information
Organizational culture on employee performance through work motivation	0,170	2,528	0,012	Significant Positive
Education and training on employee performance through work motivation	0,216	3,529	0,000	Significant Positive

Source: Calculated using SmartPLS, 2023

Discussion

Organizational culture has a positive and significant effect on employee motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency. This means that organizational culture is able to encourage increased work motivation. Increased work motivation that comes from organizational culture has a significant effect.

Organizational culture as measured by indicators consisting of innovation in the employee's environment to carry out work at the Tirta Mahakam Water Supply Company, Kutai Kartanegara Regency, the attention of Tirta Mahakam Water Drinking Perumda employees to detail matters, Employee Orientation of the Tirta Mahakam Regency Water Supply Corporation employees Kutai Kartanegara regarding results, Orientation of employees of Perumda Water Drinking Tirta Mahakam Kutai Kartanegara Regency with the team, Stability of employees of Perumda Water Drinking Tirta Mahakam Regency Kutai Kartanegara Regency in carrying out their duties has been able to encourage an increase in work motivation as measured by indicators consisting of Employee Performance of Perumda Drinking Water Tirta Mahakam Kutai Kartanegara Regency, Challenges for employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency, Working together with employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency, Desire for a better position for employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency, Decision making for employees of Perumda Tirta Drinking Water Mahakam Kutai Kartanegara Regency significantly.

Work culture is formed as soon as the work unit or organization is established, the formation of work culture when the work environment or learning organization faces problems, both regarding external and internal changes related to organizational unity and needs as well as employee motivation. The amount of influence they have will determine what separate ways are carried out in the work unit or organization they lead as well as the level of employee motivation. Based on this statement, it can be seen that organizational culture can increase work motivation optimally (Baron & Grennberg, 2015: 89)

The study of the relationship of organizational culture to work motivation and employee performance, can be confirmed through empirical studies that have been carried out by research with the following elaboration, research conducted by Giantari & Riana, (2017), Liliyana, Hermina & Zain, (2011), Maithel, Chaubey & Gupta, (2012) and Panagiotis, Alexandros & George, (2014) stated that organizational culture has a significant influence on work motivation, in contrast to research conducted by Weerasinghe, (2017) and Yusof et al., (2017) stated that organizational culture has no significant effect on work motivation.

Education and training have a positive and significant effect on employee motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency. This means that education and training can encourage increased work motivation. Increased work motivation that comes from education and training has a significant effect.

Education and training as measured by indicators consisting of the teacher's communication skills when providing training to employees of the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency, the technical ability of the instructor when providing training to employees of the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency, the level of suitability of the material given with the aim of training

conducted by employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency, the level of training material support for carrying out the work of employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency, the level of ease of training participants, namely employees of Perumda Tirta Mahakam Drinking Water, in implementing the results have been able increase work motivation as measured by indicators consisting of Employee Achievement of the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency, Challenges for employees of the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency, Collaborating with employees of the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency, Desire for a better position of employees Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency, Significant decision-making for employees of Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency.

The implementation of education and training has a close relationship and has the same direction, namely increasing the skills, knowledge and attitude of employees. Because the factors that influence work achievement are ability factors and motivation factors. Increasing education and training in an organization will be able to increase work motivation directly and significantly (Bernardin & Russel, 2010: 102)

Empirical studies regarding the effect of education and training on work motivation and employee performance state that education and training can have a significant and insignificant effect on both work motivation and employee performance. Research conducted by Darmawan, Supartha & Rahyuda, (2017), Güllü, (2016), Mardiana, Setiawati & Malik, (2016), and Nazar, (2014) states that education and training have a significant influence on work motivation. Unlike the research conducted by Ozkeser, (2019) and Yuni et al., (2013) stated that education and training had no significant effect on work motivation.

Organizational culture has a positive and insignificant effect on employee performance at the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency. This means that organizational culture is not necessarily able to encourage increased employee performance. The increase in employee performance originating from organizational culture has no significant effect.

Organizational culture as measured by indicators consisting of innovation in the employee's environment to carry out work at the Tirta Mahakam Water Supply Company, Kutai Kartanegara Regency, the attention of Tirta Mahakam Water Drinking Perumda employees to detail matters, Employee Orientation of the Tirta Mahakam Regency Water Supply Corporation employees Kutai Kartanegara regarding results, Orientation of employees of Perumda Water Drinking Tirta Mahakam Kutai Kartanegara Regency with the team, Stability of employees of Perumda Water Drinking Tirta Mahakam Regency Kutai Kartanegara Regency in carrying out their duties has not been able to improve employee performance as measured by indicators consisting of Work results of employees of Perumda Drinking Water Tirta Mahakam Kutai Kartanegara Regency in accordance with the targets set and is a manifestation of its capabilities, Knowledge possessed by employees of Perumda Water Drinking Tirta Mahakam Kutai Kartanegara Regency regarding the field of work that has been assigned, Initiatives owned by employees of Perumda Water Drinking Tirta Mahakam Kutai Kartanegara Regency in carrying out tasks and responsibilities, mental skills of employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency who are fully devoted to the tasks assigned, The attitude of employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency while carrying out their duties and responsibilities is significant.

The more effectively organizational or corporate culture is implemented, it will further improve the performance of service employees in the community, so it can be concluded that organizational culture is able to have a significant influence on employee performance (Davis & Newstrom, 2013: 95). The influence of organizational culture on employee performance can be explained through empirical studies conducted by Ahmad, (2012), Arianto, (2013), Ehtesham, Muhammad & Muhammad, (2011), Idris, (2018) and Shahzad, (2014) stating that culture organization has a significant influence on employee performance. Unlike the research conducted by Uddin, Luva & Hossain, (2012) and Wambugu, (2014) stated that organizational culture has no significant effect on employee performance.

Education and training have a positive and significant effect on employee performance at the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency. This means that education and training can encourage increased employee performance. Increasing employee performance that comes from education and training has a significant effect.

Education and training as measured by indicators consisting of the teacher's communication skills when providing training to employees of the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency, the technical ability of the instructor when providing training to employees of the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency, the level of suitability of the material given with the aim of training conducted by employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency, the level of training material support for carrying out the work of employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency, the level of ease of training participants, namely employees of Perumda Tirta Mahakam Drinking Water, in implementing the results have been able improve employee performance as measured by indicators consisting of the work of employees of Perumda Air Drinking Tirta Mahakam Kutai

Kartanegara Regency in accordance with the targets set and are a manifestation of their abilities, Knowledge possessed by employees of Perumda Air Drinking Tirta Mahakam Kutai Kartanegara Regency regarding the areas of work that have been assigned , Initiatives owned by employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency in carrying out their duties and responsibilities, Mental skills of employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency who were fully devoted to the tasks assigned, Attitude of employees of Perumda Tirta Mahakam, Kutai Kartanegara Regency during carry out their duties and responsibilities significantly.

Employees who are qualified and able to produce employee performance are those who understand and understand the work they will do, employees who have abilities that are in line with the needs of their duties and functions are a condition for creating professional employees. Optimizing education and training will improve employee performance in achieving organizational goals in line with the wishes and needs of the company (Gibson & Ivancevich, 2011: 102)

Empirical studies which state that there is an influence between education and training on employee performance can be explained through research conducted by Al-Mzary, Al-rifai & Al-Momany, (2015), Hidayat & Budiartma, (2018), Idris, (2018) and Mahadevan & Yap, (2019) stated that education and training had a significant effect on employee performance, while research conducted by Mandang, Lumanauw & Walangitan, (2017) and Ratnasari & Sunuharyo, (2018) stated that education and training had an insignificant effect on employee performance.

Work motivation has a positive and significant effect on employee performance at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency. This means that work motivation can encourage increased employee performance. Improving employee performance sourced from work motivation has a significant effect.

Work motivation as measured by indicators consisting of Employee Performance of the Tirta Mahakam Drinking Water Perumda, Kutai Kartanegara Regency, Challenges of Tirta Mahakam Drinking Water Perumda employees, Kutai Kartanegara Regency, Working with employees of the Tirta Mahakam Drinking Water Perumda, Kutai Kartanegara Regency, Desire for a better position for Perumda employees Tirta Mahakam Drinking Water, Kutai Kartanegara Regency, The decision-making of employees of the Tirta Mahakam Drinking Water Perumda, Kutai Kartanegara Regency has been able to improve employee performance as measured by indicators consisting of the work results of employees of the Tirta Mahakam Drinking Water Perumda, Kutai Kartanegara Regency in accordance with the targets set and is an embodiment from their abilities, Knowledge possessed by employees of Perumda Tirta Mahakam Water Supply, Kutai Kartanegara Regency regarding the field of work that has been assigned, Initiatives owned by employees of Perumda Water Drinking Tirta Mahakam, Kutai Kartanegara Regency in carrying out their duties and responsibilities, Mental skills of employees of Perumda Tirta Mahakam Regency Kutai Kartanegara which is fully devoted to the tasks assigned, the attitude of the employees of Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency while carrying out their duties and responsibilities is significant.

Davis & Newstrom, (2013: 104), provides an understanding that employee performance shows the suitability between the results of employee work that arises and the targets that have been set to complete the work, so employee performance is also closely related to the theory of justice, psychological agreement, and motivation. In addition, the relationship between employee performance and work motivation is also explored by showing the relationship between employee performance and intrinsic motivation, this gives the sense that work motivation has an impact or influence on improving employee performance.

The empirical gap regarding the effect of motivation on employee performance can be identified through several previous studies, research conducted by Almusaddar, Ramzan & Raju, (2018), Hairuddin et al., (2017), Jusmin et al., (2016) and Permansari, (2013) states that motivation has a significant influence on employee performance. Unlike the research conducted by Suhermin (2016) and Sujati, (2017) stated that motivation has no significant effect on employee performance.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Organizational culture has a positive and significant effect on employee motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency. This means that organizational culture is able to encourage increased work motivation. Increased work motivation that comes from organizational culture has a significant effect. Education and training have a positive and significant effect on employee motivation at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency. This means that education and training can encourage increased work motivation. Increased work motivation that comes from education and training has a significant effect. Organizational culture has a positive and insignificant effect on employee performance at the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara Regency. This means that organizational culture is not necessarily able to encourage increased employee performance. The increase in employee performance originating from organizational culture has no significant effect. Education and training have a positive and significant effect on employee performance at the Tirta Mahakam Water Supply Perumda, Kutai Kartanegara

Regency. This means that education and training can encourage increased employee performance. Increasing employee performance that comes from education and training has a significant effect. Work motivation has a positive and significant effect on employee performance at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency. This means that work motivation can encourage increased employee performance. Improving employee performance sourced from work motivation has a significant effect.

Based on the conclusions above, the suggestions in this study are as follows: Perumda Air Drinking Tirta Mahakam, Kutai Kartanegara Regency, should be able to improve the organizational culture within the agency by maintaining the desire of employees who are oriented towards the results of the work they are responsible for, this makes employees feel that work is a challenge that must be carried out optimally. Perumda Water Drinking Tirta Mahakam, Kutai Kartanegara Regency, should be able to improve and maintain the education and training that has been carried out by continuing to strive for the suitability of the material provided with the objectives of education and training that have been and will be carried out in the future, this has proven effective in increasing employee motivation with employees. who feel they have a challenge in working with education and training that is as expected. Employees of Perumda Water Drinking Tirta Mahakam Kutai Kartanegara Regency should be able to change their stability at work which can be seen in terms of how employees respond to the challenges given, so that the main goal of achieving performance can be achieved through optimal work results in accordance with agency goals. Employees at Perumda Tirta Mahakam Drinking Water, Kutai Kartanegara Regency, should be able to maintain their attitude towards looking at their own ability to complete work through creating a conducive work culture and organizational culture that is insightful towards optimizing work results. Employees at Perumda Water Drinking Tirta Mahakam, Kutai Kartanegara Regency, should be able to have self-awareness in stimulating self-motivation to be better than the results of the work that has been obtained, make work an achievement that must be maintained and always cooperate well with co-workers and coordinate with leaders in accordance with the type of work given so that the achievement of employee work results as a reflection of performance measurement is realized according to the needs of the agency. Future research should be able to conduct research with different objects so that organizational culture, education and training, work motivation and employee performance in other agencies can be measured objectively. Subsequent research can also conduct research at the Tirta Mahakam Drinking Water Company, Kutai Kartanegara Regency with different variables so that problems in this institution related to human resource management can have comprehensive guidelines.

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