

STRUCTURAL EQUATION MODELING : DETERMINANT OF WORK MOTIVATION AND ITS IMPLICATION ON EMPLOYEE PERFORMANCE OF PT. JASA MARGA JAKARTA

Diniamalia¹, Alex Zami², R. Rudi Alhempi³, R. Djoko Goenawan⁴

Sekolah Tinggi Ilmu Ekonomi YAI, Jakarta

Email: dini1710yai@gmail.com

Sekolah Tinggi Ilmu Ekonomi YAI, Jakarta

Corrspondence Email alex.zami@stie-yai.ac.id

Sekolah Tinggi Ilmu Ekonomi (STIE) Persada Bunda, Pekanbaru

Email rudi.alhempi@gmail.com

Badan Riset Inovasi Nasional (BRIN) - Jakarta

Email guncloudjoko@gmail.com

ABSTRACT

This study aims to test and analyze the influence of Training, Organizational Culture, Perceived Organization Support (POS) and Work Motivation on the Performance of PT. Jasa Marga, Tbk, Jakarta's Implementing Employees - both partially and simultaneously. This study uses descriptive and quantitative methods through survey techniques. The research instrument uses a questionnaire with a Likert scale. Data analysis is processed using the SPSS version 24 program, and Structural Equation Modeling (SEM) with the Lisrel 8.72 program. The population is 7790 people while the sample is determined based on the Slovin formula of 220 people drawn through proportional random sampling techniques. The results of the study on Structure-1, prove: Training, Organizational Culture and POS simultaneously contribute 87% to the Work Motivation of PT. Jasa Marga, Tbk, Jakarta's Implementing Employees. Partially, POS has the most dominant influence with the dimensions that most reflect: Welfare Support and indicators: Concern for Environmental Conditions. While Organizational Culture has no significant effect. Structure 2, proves: Training, Organizational Culture, POS and Work Motivation simultaneously contribute 92% to the Performance of PT. Jasa Marga, Tbk, Jakarta's Implementing Employees. Partially, Training has the most dominant influence on Employee Performance, while Organizational Culture and POS are not proven to have an effect. The dimension that best reflects Training is: Training Participants with the indicator: Training is able to improve Employee Careers. Other important findings from the results of this study are: Work motivation only plays a role as a Partial Mediator for organizational culture and POS, while Training does not mediate.

Keywords : Employee Performance, Work Motivation, Training, Organizational Culture, Perceived Organizational Support (POS).

INTRODUCTION

The era of globalization is one of the factors causing changes in human resources or what is also called human resources. Human resources or in a company are very important factors in achieving company goals, so that if managed properly it will provide maximum contribution to the progress of the company and can even extend the life of the company (*long life*).

In order to develop and achieve the company's goals, where the company has high mobility in producing its products, facilities and infrastructure are needed to support the company's activities. One form of facility needed by the company to support distribution and mobility is of course the company using toll road facilities, especially companies located around Jabodetabek.

The development of technology and the need for its application in toll road operations are carried out in line with the non-cash transaction program (100% cashless payment). The need to increase the company's capabilities in the value chain and existing business lines also needs to be anticipated and improved. Infrastructure acceleration is one of the government's priority programs, one of which is toll road construction. PT. Jasa Marga, TBK is committed to participating in achieving this target through the construction of potential toll road sections. To build the nation, PT. Jasa Marga, TBK is present and transforming to be better, encouraging and providing the best contribution to the Indonesian people. As part of Indonesia's development, PT. Jasa Marga, TBK is directly involved in national strategic projects in the toll road infrastructure sector, as well as efforts

to improve services for toll road users in building connectivity, shortening distances and uniting regions in facing the uncertainty of changes in the external environment.

As a result of the rapid technological advancement, PT Jasa Marga (Persero) Tbk plans to transition around 1,300 of its employees from previously being toll gate guards to office employees at the head office and branches. The latest policies and regulations require toll users to make non-cash transactions. Responding to this policy, PT. Jasa Marga, TBK initiated the A-life program, aka changing professions from previously being back office or administration

employees both at the head office and the company's branch offices. Of course, this requires improvements in the performance of PT. Jasa Marga, TBK's implementing employees. This is the basis or main problem (*research urgency*) in this study, namely the extent to which the performance of back office employees at the head office of PT. Jasa Marga, TBK, Jakarta, along with the factors that influence it.

Table 1. Operational Employee Performance Data for the 2017-2018 Period obtained from the results of the literature study that I conducted. Table . Operational Performance Data

	Year 2017	Year 2018
1. Discipline	70%	67%
2. Quality of Work	10%	7%
3. Teamwork	5%	4%
4. Technology support	10%	18%
5. Skills	5%	4%

Training is an important aspect of employee development in an organization. Training involves providing employees with the skills and knowledge necessary to perform their roles effectively. However, the effectiveness of training can be greatly influenced by the organizational culture in which the training takes place. Organizational culture refers to the values, beliefs, and behaviors that shape the way employees interact and work within an organization. In addition, organizational support plays a vital role in ensuring that employees are able to carry out their assigned tasks effectively and efficiently. According to Hermawati (2021) and Khumaidul (2019), the combination of training, organizational culture, and organizational support can have a significant impact on improving employee performance, which in turn affects the overall success of the organization. Organizations that prioritize a culture of continuous learning and development tend to see higher levels of employee engagement and productivity. When employees feel supported and encouraged to improve their performance in their daily work, they tend to feel motivated and satisfied with their roles (Rato & Leda, 2020). Ultimately, a strong organizational culture and support system can lead to improved employee performance, increased job satisfaction, and ultimately, greater success for the organization as a whole. Previous research conducted by Purwadi et al. (2020), stated that training, organizational culture and perception of organizational support (POS) through motivation have a positive and significant influence on

employee performance. Likewise, research conducted by Fachri et al. (2021) showed that training and organizational culture through motivation have a positive and significant influence on employee performance. However, there are several studies that are not in line (*research gap*) with the studies above, namely by: Atikah, et al. (2020) and Prasetya, et al. (2021), who failed to prove the influence of organizational culture and work motivation on employee performance.

LITERATURE REVIEW

Employee Performance

The growth and development of the organization is the hope of every individual who is in it, because it is believed that with these developments the organization is able to compete and survive according to the times. Therefore, the achievement of organizational goals and objectives must be a commitment and goal of joint work, which in everyday terms is called performance. According to (MangkuNegara, 2015) performance is the result of work in quality and quantity achieved by employees in carrying out their duties according to the responsibilities given to them. Performance comes from the word Job performance or actual performance, which means the work of employees in quality and quantity in carrying out their duties in accordance with the responsibilities given to them. Armstrong and Baron in Wibowo (Baron, 2011) provide an understanding that what is meant by performance is the result of work that has a strong relationship

with the organization's strategic goals, customer satisfaction and contributing to the economy. Thus performance is about how to do the job and the results achieved from the job. Furthermore (Wibowo, 2012) stated that performance is about what is done and how to do it.

There are many factors that affect employee performance, these factors come from internal aspects, namely from within the employee, as well as from external aspects, namely from outside the employee. According to Armstrong & Baron in Wibowo (2012), these factors are: personal factors, leadership factors, team factors, system factors, and contextual/situational factors. The success of individuals and organizations in managing and optimizing these factors is the key to success in achieving personal and organizational goals.

Based on these understandings, what is meant by employee performance in this study is the work (output) achieved by employees, both in quantity and quality per certain period of time according to the duties and responsibilities given to them. To measure employee performance, the following indicators are determined: a) personal factors; b) leadership factors; c) team factors; d) system factors; and e) situational factors.

Work Motivation

Motivation is one of the important aspects in a person to achieve something he wants. Motivation is an effort that encourages someone to take a desired action. According to, (Robbin, 2013): "motivation as the processes that account for individual's intensity, direction, and persistence of effort toward achieving goals." According to, (Bernadin, 2013): "motivation is a function of the perception of a worker has about the likelihood or probability that working harder will lead to higher performance and probability that higher performance will to valued outcomes like more money."

The term motivation according to (Uno., 2014) comes from the word motive which can be interpreted as the power contained within the individual, which causes the individual to act or act. The word "motive" is defined as the effort that encourages someone to do something. According to (Hasibuan, Human Resource Management, 2013) motivation is a stimulus of desire (reward) and a certain driving force (motive) to be achieved. Furthermore, according to Hasibuan in (Widodo, 2017): motivation is an understanding that contains all the driving tools, reasons or encouragement in humans that cause them to do something, increase work productivity, increase morale and job satisfaction, streamline work efforts, improve discipline and heighten the sense of responsibility of employees.

Motivation is a critical factor that drives employees to perform their tasks effectively and efficiently (Ahmad, 2021). Motivation enables employees to work hard and encourages organizations to engage their employees in work to attain common organizational and employee goals (Ahmad, 2021).

Based on the definitions above, what is meant by work motivation in this study is the driving force in a person to carry out actions or work activities in order to fulfill his desires or needs. To measure work motivation, the following indicators are determined: basic needs, security needs, social needs, self-esteem needs and self-actualization needs.

Training

Job training plays an important role in improving and developing: ability, enthusiasm, independence and self-confidence of employees at work. To find out the scope of job training activities, it is necessary to know in advance some of the meanings of training put forward by the following experts. According to Gary Dessler (2015): "Training is the process of teaching new or existing employees the basic skills they need to carry out their jobs". According to Ivancevich in Edy Sutrisno (2016): "Job training is an effort to improve employee performance both regarding their current job or future work". Training is one effort to improve the quality of human resources in the world of work. Therefore all employees - both those who have just worked and those who have worked for a long time - need to attend training.

The importance of training and human resource development cannot be separated from applying human resource management as the key to the success of an organization in achieving its goals (Idris et al., 2021) (Seprianto, 2022). Providing employees with opportunities to develop their skills and knowledge through training programs has been shown to yield significant improvements in their performance, productivity, and overall organizational effectiveness (The Effects of Human Resource Management Practices on Employees' Motivation and Retention., 2014).

Based on the definitions above, what is meant by training in this study is: the process of teaching new or existing employees the basic skills needed to succeed in their jobs. To measure the training, the following indicators were determined: instructors, training participants, materials, and training objectives.

Organizational Culture

Organizational culture is a combination of values, attitudes, and norms and beliefs that are shared and become a reference for each individual to behave in an organization and that distinguishes

one organization from another (Robbin and Judge, 2013). Robbins and Judge further explained: "Organizational Culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations". According to Schein in Apulijah (2010): "Organizational culture is an act that is considered good and valid to be taught to new members as a new way to equalize perceptions, thoughts and feelings towards the problems faced". Meanwhile Newstrom & Davis (2011:91) states. "Organizational Culture is the set of assumptions, beliefs, values, and norms that are shared by the organization's members".

Organizational culture refers to the shared beliefs, values, and attitudes that guide the behavior of individuals within an organization (Kim et al., 2019). Research has shown that organizational culture can have a significant impact on employee motivation and performance. Organizations with a strong, supportive culture tend to have more motivated and engaged employees, leading to improved organizational outcomes. (Lăcătuș, 2013)

Based on the definitions above, what is meant by organizational culture in this study is: a value system shared by all members of an organization that distinguishes an organization from others and is used as a guide in behaving both inside and outside the organization. To measure Organizational Culture, the following indicators are determined: values, ideals, and beliefs.

Based on the definitions above, what is meant by organizational culture in this study is: a value system shared by all members of an organization that distinguishes an organization from others and is used as a guide in behaving both inside and outside the organization. To measure Organizational Culture, the following indicators are determined: values, ideals, and beliefs.

Perceived Organizational Support(Pos)

The concept of perceived organizational support tries to explain the interaction of individuals with organizations in terms of how the organization treats individuals (employees). According to (Erdogan & Enders, 2012), "Perceived organizational support refers to the degree to which an individual believes that the organization care about her/him, values his/her

input and provides his/her with help and support." Every individual in the organization will always have a perception about the extent to which the organization cares about their interests, responds to any input given and provides help and assistance if needed.

According to (Marry, 2012): "Perceived organizational support is an employee belief that the organization cares for and values his/her contribution to the success of the organization." A similar definition was put forward (Danish & Ahmad, 2013): "Perceived organizational support is the expectation of employees that the organization appreciates their contribution and work for their welfare as well." Also as stated (Maeyer, 2010): "Perceived organizational support is also defined as "how much the organization values employee contribution and care about them."

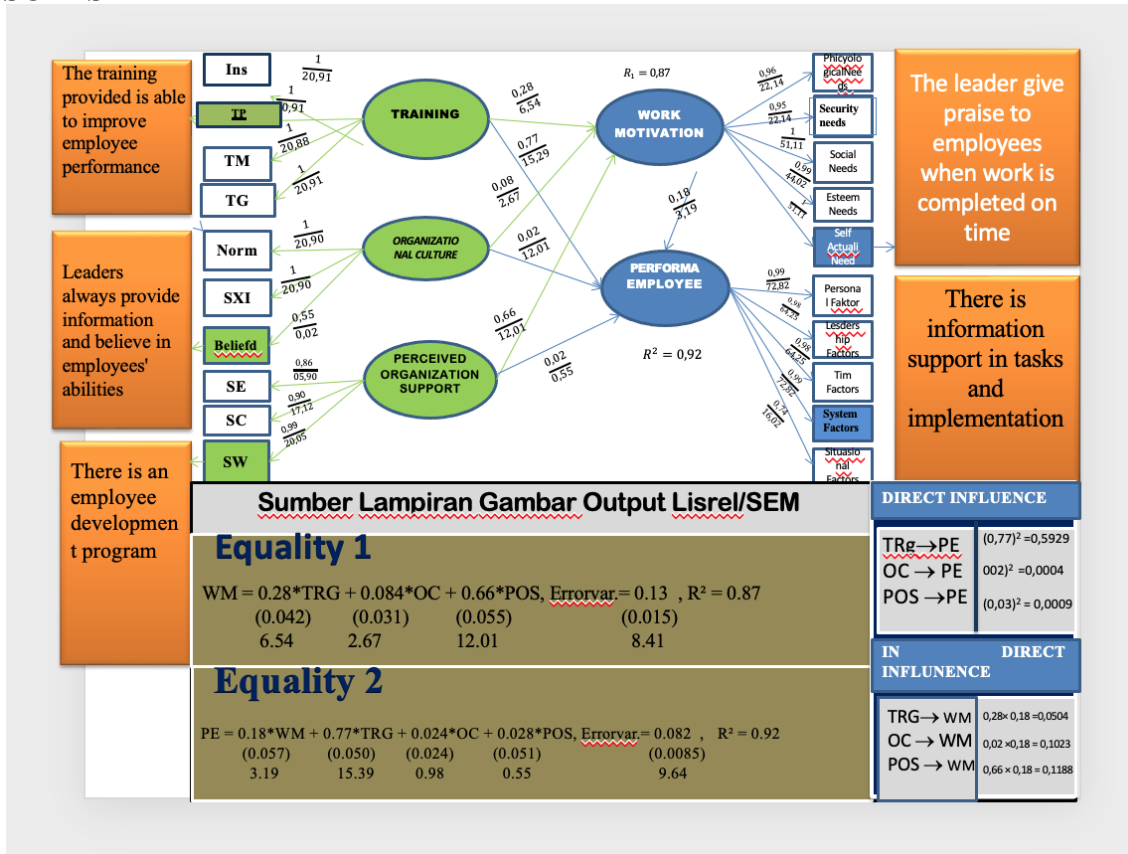
Numerous studies have emphasized the significance of various factors in influencing employee performance (Mughal, 2019) (Gegenfurtner et al., 2009)(Zubairy et al., 2014) (Hemakumara, 2020). Motivation has been identified as a key driver of employee performance, as it enables employees to work hard and collaborate effectively to achieve organizational objectives (Ahmad, 2021)

Based on the definitions above, what is meant by perceived organizational support (POS) in this study is employees' beliefs about how far the organization where they work cares about welfare and appreciates their contribution to organizational achievements. To measure POS, the following dimensions were determined: justice support, leadership support, and welfare support.

RESEARCH METHOD

Joreskog and Sorbom in Bachrudin Tobing (2003:68) state that the sample size required for Structural Equation Model (SEM) analysis is at least 200 on the basis of a proportional random sampling technique, namely sampling that takes into account considerations of elements, proportions or categories in study population. The sample in this study was 220 respondents obtained from 5 x indicators (44) = 220 respondents.

RESULTS



DISCUSSION

The Influence of Training on Employee Work Motivation.

Training is partially proven to have a positive and significant effect on the work motivation of implementing employees of PT. Jasa Marga, Tbk, Jakarta (**H1 is accepted**), with a regression coefficient of 0.28 and a t-value > t-table (6.54 > 1.96). The dimension that best reflects training is training participants with training indicators that are able to improve employee careers. This means that every effort to improve training for implementing employees at PT. Jasa Marga, Tbk, Jakarta, according to this study, will have an impact on increasing their work motivation.

When employees are involved in relevant and effective training activities, they feel more competent in carrying out their duties. Good training also provides opportunities for employees to develop new skills and knowledge, which in turn increases their work motivation. Thus, it can be concluded that effective training implemented in this company will be able to increase employee work motivation.

The results of this study are in line with previous research conducted by Hermawati (2021) which stated that training has a positive and significant effect on motivation.

The Influence of Organizational Culture on Employee Work Motivation.

Organizational culture is partially proven to have a positive and significant effect on the work motivation of implementing employees of PT. Jasa Marga, Tbk, Jakarta (**H2 is accepted**), with a regression coefficient of 0.08 and t-value > t-table (2.67 > 1.96). The dimension that reflects organizational culture is belief with an indicator that the leader believes in the ability of employees. This means that a good organizational culture is implemented, developed and maintained at PT. Jasa Marga, TBK will have a positive impact on increasing the work motivation of implementing employees.

A positive and supportive organizational culture provides a pleasant and motivating work environment for employees. When employees feel appreciated and recognized for their contributions, they tend to be more motivated to perform well. In addition, an organizational culture that encourages innovation and collaboration can also increase employee work motivation. Therefore, it is important for organizations to create a culture that supports and motivates employees.

The results of this study are in line with previous studies conducted by Hermawati (2021) and Sholikhah et al (2021) which show that companies need to build an adaptive and flexible

organizational culture and increase employee work motivation to achieve success in this era.

The Influence of POS on Employee Work Motivation.

POS is partially proven to have a positive and significant effect on the work motivation of implementing employees of PT. Jasa Marga, Tbk, Jakarta (**H3 is accepted**). With a regression coefficient of 0.66 and t-value > t-table (12.01 > 1.96). The dimension that best reflects POS is: welfare support with the indicator: the company has an employee development program. This means that the higher the employee's perception of organizational support, the more positive impact it will have on increasing the work motivation of implementing employees.

POS refers to employees' perceptions of the extent to which the organization genuinely provides financial, emotional, instrumental, and informational support. When employees feel supported by the organization, they feel valued and recognized. This can increase their work motivation because they feel that their efforts are valued and appreciated. Conversely, if employees feel less supported, their work motivation can decrease. Therefore, organizations need to pay attention to the perception of organizational support as an important factor in increasing employee work motivation.

The results of this study are in line with previous research conducted by Sholikhah et al. (2021) which states that Perceived Organizational Support (POS) is the extent to which employees believe that their organization values their contributions and cares about their well-being. POS has been shown to have a significant influence on employee motivation, because it fulfills their social emotional needs and creates a sense of obligation to reciprocate through increased effort and commitment.

The Influence of Training, Organizational Culture and POS simultaneously on Employee Work Motivation.

Training, Organizational Culture and POS simultaneously **proved to be able to significantly explain** changes in Work Motivation (**H4 is accepted**), with a contribution value (R Square) of 87%, and F-value > F-table (8.41 > 3.84). Partially, the most dominant variable influencing work motivation is the POS variable with the most reflective dimension: welfare support with an indicator that the company has an employee development program. The dimension that most reflects Work Motivation is: Self-Actualization Needs, with an indicator: Superiors give praise to employees who are able to complete their work on time. The implication of these findings is that any

efforts that can be made to improve Training, Organizational Culture and POS simultaneously will have a significant impact on increasing employee work motivation.

The results of this study are in line with previous research conducted by: Hermawati (2021) and Sholikhah, et.al (2021).

The Influence of Training on Employee Performance.

Training is partially proven to have a positive and significant effect on the Performance of Implementing Employees of PT. Jasa Marga, Tbk, Jakarta (**H5 is accepted**), with a regression coefficient of 0.77 and t-value > t-table (15.39 > 1.96). This means that efforts to improve training programs carried out by the company will have a positive impact on improving the performance of implementing employees. The dimension that best reflects training is: training participants with the indicator: training is able to improve employee careers.

Effective training can improve employee knowledge and skills, which in turn can improve their performance. Good training can also increase employee work motivation, because they feel more confident and competent in carrying out their duties. Therefore, companies must invest various resources they have to develop quality training programs for their employees to follow.

The results of this study are in line with previous studies conducted by: Hermawati (2021), Septiani & Ikhwan (2021) which showed that training has a positive and significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance.

Organizational Culture is partially **not proven** to have a significant effect on the Performance of Implementing Employees of PT. Jasa Marga, Tbk, Jakarta (**H6 is rejected**), with a regression coefficient of only 0.024, and t-value < t-table (0.98 < 1.96). This means that the results of this study explain that any efforts made by the company in improving Organizational Culture in this case will not have a positive impact on improving the Performance of Implementing Employees.

In fact, a good organizational culture if applied consistently will have a positive impact on increasing commitment and harmony of work relationships and controlling employee attitudes and behaviors - employees become aware of their obligations and responsibilities. However, the results of this study failed to prove a significant influence of organizational culture variables on improving the performance of implementing employees at PT. Jasa Marga, Tbk, Jakarta.

Therefore, the results of this study are not in line with previous studies conducted by: Pangabean & Hidayat (2021), Hermawati (2021), and Septiani (2021) which stated that a good organizational culture will have a direct and indirect positive impact on improving employee performance.

The Influence of POS on Employee Performance.

POS is partially **not proven** to have a significant effect on the performance of implementing employees of PT. Jasa Marga, Tbk, Jakarta (**H7 is rejected**), with a regression coefficient of 0.028 and t-value < t-table (0.55 < 1.96). This means that the results of this study explain that any efforts made to improve employee perceptions of organizational support in this case will not have a positive impact on improving the performance of implementing employees at PT. Jasa Marga, Tbk, Jakarta.

According to various literature studies, POS actually includes employee perceptions about the extent to which the organization where they work cares and pays attention to their welfare and needs. Employees who feel cared for and fully supported by their organization will tend to be more motivated, committed and work hard to realize organizational goals. However, this study failed to prove a significant influence of the variable of perception of organizational support on improving the performance of implementing employees at PT. Jasa Marga, Tbk, Jakarta.

Thus, the results of this study are not in line with previous research conducted by Rubel et al. (2023) which found that organizational support felt by supervisors has a positive influence on their performance, including in-role, extra-role work behavior, and reducing deviant work behavior.

The Influence of Work Motivation on Employee Performance

Partial work motivation has been proven to have a positive and significant effect on the

performance of PT. Jasa Marga, Tbk.Jakarta's implementing employees (**H8 is accepted**), with a regression coefficient of 0.18 and a t-value > t-table (3.19 > 1.96). This means that the efforts made by the company to improve employee work motivation will have a positive impact on improving employee performance. The dimensions that best reflect work motivation are: the need for self-actualization, with indicators: superiors give praise to employees who are able to complete their work on time.

The results of this study are in line with research conducted by Gunawan & Hartono, (2022) and Hermawati (2021) which stated that work motivation partially and simultaneously has a positive and significant effect on employee performance.

The Influence of Training, Organizational Culture, POS and Work Motivation Together on Employee Performance

Training, Organizational Culture, POS and Work Motivation simultaneously **proven to be able to significantly explain** changes in the performance of implementing employees of PT. Jasa Marga, Tbk, Jakarta (**H9 accepted**), with a contribution value of 92%, and F-value > F-table (9.64 > 3.84). The most dominant variable affecting employee performance is training, with the most reflective dimension: Training Participants with the indicator: Training is able to improve the career of implementing employees of PT. Jasa Marga, Tbk, Jakarta. While the dimension that most reflects the performance of implementing employees is: system factors with the indicator: the existence of information technology support in carrying out tasks.

Thus, the results of this study are in line with research conducted by Hartono (2022) and Hermawati (2021) which stated that training, POS organizational culture and work motivation together have a positive and significant effect on employee performance.

Direct Influence And Indirect Influence

Influence	Direct (L)	Indirect (TL)	conclusion
		By work motivation	
PLT → KK	$(0,77)^2 = 0,5929$	$0,28 \times 0,18 = 0,0504$	L > TL
BO → KK	$(002)^2 = 0,0004$	$0,08 \times 0,18 = 0,0144$	L < TL
POS → KK	$(0,03)^2 = 0,0009$	$0,66 \times 0,18 = 0,1188$	L < TL

a. Effects Training to Employee Performance of Motivation.

The direct effect of 0.5929 is more dominant than the indirect effect of 0.0504. This indicates that training stronger implementing PT. Jasa

Marga in the Jakarta area and work motivation is not mediating,

b Effects Organizational Culture to Performance of Motivation.

The direct influence of organizational culture variables on employee performance

variables is 0.0004, while the indirect influence of organizational culture variables on employee performance variables through work motivation is 0.0144.

c. POS to Employee Performance to Motivation

This shows that (POS) can improve employee performance both directly and indirectly through job satisfaction.

The dimension that best reflects the training of implementing employees is the objective of the training with material indicators given systematically and in accordance with the stages (PLT10). The dimension that reflects work motivation is the need for self-actualization with indicators of obedience to rules and norms (MK22). This means that the training of the employees of PT. Jasa Marga will be formed strong if the purpose of the training they carry out is able to improve employee careers so that these conditions affect the increase in work motivation, especially with the point of attention to superiors who give praise for increased employee performance.

Work motivation acts as a mediator between training, organizational culture, perceptions of organizational support (POS), and employee performance. Work motivation is an internal drive that encourages employees to achieve organizational goals. When employees feel motivated, they tend to work harder, be more focused, and be more dedicated to their work. Therefore, companies must create an environment that promotes work motivation, such as providing appropriate rewards and recognition, providing interesting challenges, and providing career development opportunities. However, it is important to remember that the influence of training, organizational culture, perceived organizational support (POS), and work motivation on employee performance may vary depending on the organizational and individual context. Therefore, companies must consider these factors holistically and adapt them according to the needs and characteristics of their employees.

Overall, our findings indicate that training, organizational culture, perceived organizational support (POS), and work motivation have an important role in improving employee performance. Companies must recognize the importance of these factors and take steps to improve them. By doing so, companies can create a motivating, productive, and high-performing work environment, which in turn will have a positive impact on the overall success of the organization.

CONCLUSION

1. Partial training has been proven to have a positive and significant effect on the work motivation of implementing employees of PT. Jasa Marga, Tbk, Jakarta. This means that increasing the training program will have a positive impact on increasing the work motivation of implementing employees. The dimension that most reflects the training construct is the training participants with indicators that the training implemented is able to improve employee careers.
2. Organizational culture is partially proven to have a positive and significant effect on the work motivation of implementing employees of PT. Jasa Marga, Tbk, Jakarta. This means that improvements in organizational culture will have a positive impact on increasing the work motivation of implementing employees. The dimension that best reflects the construct of organizational culture is belief with an indicator that the company's leaders believe in the abilities of their employees.
3. POS is partially proven to have a positive and significant effect on the work motivation of PT. Jasa Marga, Tbk, Jakarta's implementing employees. This means that efforts made to improve perceptions of organizational support will have a positive impact on increasing employee work motivation. The dimension that best reflects the POS construct is welfare support with the indicator that the company has an employee development program.
4. Training, organizational culture and POS simultaneously proved to have a positive and significant effect on the work motivation of implementing employees of PT. Jasa Marga, Tbk, Jakarta, with a contribution value (R Square) of 87%. This means that improvements made simultaneously to training, organizational culture and POS will have a positive impact on increasing the work motivation of implementing employees by 87%. Partially, the most dominant variable influencing work motivation is POS with the most reflective dimension being welfare support with an indicator that the company has an employee development program. While the most reflective dimension of work motivation is the need for self-actualization with an indicator that superiors give praise to subordinates who are able to complete work on time.
5. Partial training has been proven to have a positive and significant effect on the performance of implementing employees of PT. Jasa Marga, Tbk, Jakarta. This means that

improvements in training programs carried out by the company will have a positive impact on improving the performance of implementing employees. The dimension that best reflects the training construct is training participants with training indicators that are able to improve the careers of implementing employees.

6. Organizational culture is partially **not proven** to have a significant effect on the performance of implementing employees of PT. Jasa Marga, Tbk, Jakarta. This means that efforts made to improve organizational culture at PT. Jasa Marga, Tbk, Jakarta, according to the results of this study will not have any impact on improving the performance of implementing employees.
7. POS is partially **not proven** to have a significant effect on the performance of implementing employees of PT. Jasa Marga, Tbk, Jakarta. This means that efforts made to improve the perception of organizational support at PT. Jasa Marga, Tbk, Jakarta, according to the results of this study will not have any impact on improving the performance of implementing employees.
8. Partial work motivation has been proven to have a positive and significant effect on the performance of implementing employees of PT. Jasa Marga, Tbk, Jakarta. This means that the efforts made by the company to improve employee work motivation will have a positive impact on improving the performance of implementing employees. The dimension that best reflects the construct of work motivation is the need for self-actualization, with the indicator of superiors giving praise to employees who are able to complete work on time.
9. Training, organizational culture, POS and motivation simultaneously proved to have a positive and significant effect on the performance of implementing employees of PT. Jasa Marga, Tbk, Jakarta with a contribution value (R Square) of (92%). This means that improvements made simultaneously to training, organizational culture, POS, and work motivation will have a positive impact on improving the performance of implementing employees by 92%. Partially, the most dominant variable affecting employee performance is training, with the dimension that most reflects training participants and training indicators being able to improve employee careers. While the dimension that most reflects employee performance is the system factor with an indicator of information technology support in carrying out the tasks given.

Conflict Of Interest Statement

Based on the conclusions above, the following suggestions can be made:

1. To improve work motivation, the variables of training, organizational culture and perceived organizational support (POS) simultaneously proved to have a positive and significant effect on the work motivation of implementing employees of PT. Jasa Marga.Tbk, Jakarta, with a contribution value of 87%. Partially, the POS variable has the most dominant effect on the work motivation of implementing employees. Without ignoring the role of other variables in this study, the focus of attention should be directed more at efforts to improve and increase this variable, especially on the dimensions that most reflect support for welfare and indicators that the company where you work has an employee development program.
2. To improve employee performance, training variables, organizational culture and perceived organizational support (POS) and work motivation simultaneously proved to have a positive and significant effect on the performance of implementing employees of PT. Jasa Marga, Tbk, Jakarta, with a contribution value of 92%. Partially, the training variable has the most dominant effect on the performance of implementing employees. Without ignoring the role of other variables in this study, the focus of attention should be more directed at efforts to improve and increase this variable, especially in the dimensions of training participants and indicators of training implemented to improve employee careers.

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