

The Effect of Psychology, Organizational Culture and Motivation on Employee Performance: The Case of PT Bumi Andalas Permai

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Abstract

This research aims to determine the influence of psychological factors, organizational culture and motivation on employee performance at PT. Bumi Andalas Permai. This type of research is associative. Researchers use psychological factors, organizational culture, work motivation, and performance. The sample in this research was employees of PT. Bumi Andalas Permai is located in the Simpang Heran River - Beyuku II River Forest Group, OKI Regency, South Sumatra Province, with 117 people selected using cluster sampling. The primary data used in this research was collected through a questionnaire. The data analysis technique used is Multiple Linear Regression. The results of this research show that (1) psychological factors, organizational culture, and motivation have a positive and significant effect on employee performance, (2) psychological factors have a positive and significant effect on employee performance, (3) organizational culture has a positive and significant effect on employee performance, (4) motivation has no significant effect on employee work motivation.

Keywords: Psychology, Organizational Culture, Motivation, Employee Performance

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1. Introduction

Human resources contribute a great deal to a nation's progress. A developed nation is supported by quality resources, which can generate various creative ideas to support its development. The average level of education of community members and the quality of their education can be indicators of the quality of human resources. With the right strategies and investments, Indonesia's human resources have the potential to lead the nation to greater heights.

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The quality of Indonesia's human resources urgently needs to catch up with the development of other countries, even neighboring countries. According to the Human Resource Development Index, Indonesia is ranked below ASEAN countries such as Malaysia, Singapore, Thailand, Brunei Darussalam, the Philippines, and even Vietnam, which has just emerged from its downturn. This calls for immediate and concerted efforts to bridge this gap.

The quality of our human resources currently needs to catch up. We are also faced with having to fight hard to face global competition, which is starting to get intense. If we are unable to compete, then we will be eliminated by ourselves. National education in Indonesia, which is organized through formal, non-formal, and informal channels, is a hope for increasing human resources. In this way, the quality of human resources produced can answer the challenges of the globalization era (Anas, 2022).

Organizational or company competition must have substantial resources. The resources needed to run a company cannot be seen as independent parts but must be seen as a powerful unit forming a synergy. In this case, the role of human resources is very determining, Sutrisno (2019). Human Resources (HR) was originally a translation of the words "human resources," but there are also experts who equate human resources with "manpower" (labor). Some people even equate the meaning of human resources with personal (personnel, employees, and so on).

Human resources are the only resources that have feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, and intention). All of these human resource potentials influence the organization in achieving its goals. Whatever advances in technology, information development, the availability of capital, and adequate materials, without human resources, it is difficult for the organization to achieve its goals.

Success in achieving these goals depends on the reliability and ability of employees to operate the work units in the agency or organization. The success of an organization's goals is only possible if every member of the organization can master every aspect required to operate the work. It is also expected that every member of the organization will be competent. To achieve this success, every organization must have qualified human resources to improve the quality of the organization and advance its business. In essence, human resources are the most crucial factor as a driving force in the implementation of all company activities based on the abilities and creativity they possess as a necessity to achieve company goals. The success or failure of a company will usually be known from the company's ability to manage its human resources so that the desired performance is achieved. (Kumara, 2023).

One of the critical studies in human resource management is performance. Employee performance is not just a benchmark for the success or failure of an employee's work, but a crucial factor in the overall success of the organization. According to the State Administration Institute of the Republic of Indonesia in Maryati (2022), employee performance is "an achievement at a certain level in a job, program, policy that is in harmony with the realization of the company's targets, vision and mission and objectives." According to Boudreau (Priansa, 2018), performance is the level at which employees carry out their work according to predetermined requirements.

Every company wants and demands that all employees always complete their work as well as possible. To improve employee performance, companies must pay attention to factors that influence performance. According to Gipson et al. (2012), psychological factors influence performance. Psychological factors influencing performance are perceptions, attitudes, values,

job satisfaction, and personality.

Psychological factors are something that leaders must observe in employees because what is happening within employees can be easily covered and can provide meaningful information to solve employee behavior and performance problems. Psychological factors originate from within individual employees and are related to the employees' psychological and mental condition, which can influence the quantity and quality of employee performance gains. According to Gipson et al. (2012), leaders must observe psychological factors so that they can provide information to solve employee behavior and performance problems.

PT. Bumi Andalas Permai will always encounter various problems in the operational process, such as what happened at PT. Bumi Andalas Permai, where researchers determine phenomena that can influence or reduce company performance; before discussing the phenomena, the researchers will explain a little about PT. Bumi Andalas Permai is a PT company. Bumi Andalas Permai is a national private company operating in the forestry sector, especially Industrial Plantation Forests, established on 01 October 2003—the work area of PT. Bumi Andalas Permai is in the Simpang Heran River – Beyuku II River Forest Group, OKI Regency, South Sumatra Province. Based on the Decree of the Minister of Forestry No. 339/MNHUT-II/2004 dated 07 September 2004 concerning the Granting of Business Permits for the Utilization of Timber Forest Products in Plantation Forests, PT. Bumi Andalas Permai has been designated as the IUPHHK-HTI holder whose area is located in Ogan Komering Ilir Regency, South Sumatra Province, covering an area of 192,700 Ha.

Employee performance is significant for an organization and company in terms of knowing the abilities, skills, goals, work standards, and time employees spend at work. Thus, employee performance also determines achieving a goal expected by an organization and company. PT. Bumi Andalas Permai also has goals that it wants to achieve, which will be achieved depending on the resources it has; in carrying out the company's activities, it appears that the goals still need to be achieved at the PT office. Bumi Andalas Permai.

Based on data on Employee Performance Achievements in PT Work Area Arrangement, Bumi Andalas Perma shows that many of the Employee Performance achievements in Arranging Work Areas were not realized from the initial plan. For example, the Eucalyptus, Acacia mangium, and Acacia crassiparva tree planting activities were only realized at 76% of the 100% target. This data shows a decline in employee performance, especially in planned activities.

Data on Employee Performance Achievements in Opening Working Forest Areas at PT Bumi Andalas Perma shows that many of the Work Area Arrangement Employee Performance Achievements were not realized from the initial plan. For example, only 59% of the primary canal servicing activities were realized. What is worse, only 13% of the secondary canal digging activities were realized, and only 34% of the secondary canal servicing activities were realized. This data shows a decline in employee performance, especially in planned activities.

Based on data on Employee Performance Achievements in Production Activities shows that achievements are also far from achieving the realization target. Therefore, this data reflects that the company's performance has decreased, and a company should also pay more attention to employee performance. This data shows that there is a decline in employee performance at work.

Researchers also found other phenomena, namely the phenomenon of psychological factor variables, some phenomena are included in the psychological factor variable indicators; the first

phenomenon that is included in the attitude towards work indicators is that employees do not behave well while working at the company, especially towards fellow employees. Next, the second phenomenon is included in an indicator of peace, where employees often feel afraid and pressured to do their work. Fear is the sense that employees are always wary of the surrounding environment because the work is carried out in the forest. Finally, a phenomenon is included in the talent indicator, which found that many employees lack talent and creativity. This causes employees not to provide maximum results in their work for the company. Companies must pay attention to several of these phenomena by creating reliable employees with skills in specific fields. With training, employees will be satisfied, which can increase the productivity of the employees' performance.

Researchers also found another phenomenon, namely the organizational culture variable. In this variable, there is a phenomenon that is included in the attention to detail indicator, where it can be seen that there are still employees who are not detailed or thorough in completing the work because there are still errors in completing the work, which shows that they have not completed the work yet. It could be better and better. Furthermore, the phenomenon that is included in the orientation indicators in the canal service section shows results that are not by the initial planning, where this error occurs when employees work at will following their mood at work, so it gives the impression that this employee's work attitude is haphazard and does not meet expectations in the office. Furthermore, it was also found that a phenomenon was included in the orientation indicators in the team. Some employees needed better relationships and communication; there was one colleague in the team, and sometimes personal problems were brought into work problems, so the problematic employees needed a sense of unity. The resulting work is not optimal because working with a team does not show good attitudes and values.

Finally, there is a variable phenomenon of work motivation, which includes phenomena in the motivation variable indicators. The first phenomenon of success indicators can be seen in that there is still a low level of employee desire to make achievements and be successful at work because employees only think about working to earn money for food without thinking about whether the job is successful. Then, it was discovered that this company's indicator phenomenon of opportunities for advancement still needed to improve opportunities for employees to advance. Employees felt they could not move to a higher stage in their career ladder due to their limited education. There needs to be more employee activity to show their best abilities to be promoted, and many employees are still afraid of the risks of work, resulting in a lack of innovation or expressing opinions at work. Lastly, the phenomenon included in the Work Relations indicator is that communication conditions between line employees could be a lot faster, making relations between co-workers less harmonious, or misunderstandings or miscommunication often occur between PT employees. Bumi Andalas Permai.

2. Literature Review

Factors influencing performance are abilities, skills, knowledge, work plans, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. According to Kasmir (2016), Afandi (2018) states that the factors that influence performance are ability, clarity and acceptance or clarity, level of motivation, competence, work facilities, work culture, leadership, and work discipline, which refers to the adherence to rules and regulations in the workplace.

Organizational culture, a shared pattern of beliefs, behaviors, assumptions, and values, is a

crucial guide in shaping how members behave and interact, thereby influencing their work. This understanding of organizational culture's influence is crucial, as it is expected to create an environment conducive to improving individual performance. It is a system of beliefs and values developed by an organization that guides the behavior of its members. Members act to achieve organizational goals as guided by the organization through instructions for implementing activities in the form of an operational procedure system. Organizational culture shares social knowledge regarding the rules, norms, and values that shape employee attitudes and behavior. The knowledge internalized by organizational leaders regarding rules, norms, and values should be shared with all members of the organization so that the final results of the internalization process can shape the attitudes and behavior of organizational members. Edison, et al. (2016).

Motivation, as defined by Busro (2020), is the internal and external drive that fuels an individual's actions. It is the encouragement that inspires individuals to carry out certain activities to achieve goals. Employee work motivation, as Busro explains, has two dimensions: the internal encouragement dimension and the external encouragement dimension. This understanding of motivation can inspire and drive individuals to have the intensity and persistence of voluntary behavior in carrying out a job. It is this understanding of motivation that can inspire and drive individuals to achieve their goals.

The influence of psychological factors on the work performance of PT employees at Bumi Andalas Permai is a key area of research. Gipson et al. (2012) emphasize the importance of leaders in identifying and understanding these factors in employees, as they can provide valuable insights into employee behavior and performance. The research by Silalahi (2019) and Alyaman (2019) further supports this, showing that psychological factors and organizational culture significantly influence employee performance. The phenomenon of psychological factors can be seen. It can be seen that there are still problems among the 30 employees who were respondents: employees do not behave well while working in the company, employees often feel afraid and pressured in carrying out their work, employees lack talent and creativity in their work, this causes employees not to produce good results. Maximum in work for the company, several of these phenomena need to be paid attention to by the company. One way to address these issues is by creating a culture that fosters reliable and skilled employees. These are individuals who are not only competent in their specific fields but also demonstrate a high level of commitment and responsibility in their work. By providing training and support, the company can cultivate such employees, leading to increased satisfaction and productivity. This explains the influence of psychological factors on employee performance.

Organizational culture significantly influences the performance of PT employees at Bumi Andalas Permai. As Kasmir (2016) points out, it is a critical factor in shaping employee performance. This underscores the role of management in shaping the organizational culture, making them responsible for creating a work environment that fosters high performance. According to Fransiska (2019), the research study results show that organizational culture influences employee performance. Lestari (2021) Research results show organizational culture negatively and significantly affects employee performance. The phenomenon of organizational culture can be seen in that there are still employees who need to be more detailed and thorough in completing the work because there are still errors in completing the work. This error occurs when employees work at will following their mood at work, so it gives the impression that the work attitude of these employees needs to be more careful and according to office expectations. To improve this, the company can implement clear guidelines and expectations for work, and

provide regular feedback to employees. Some employees have poor relationships and communication; there is one colleague in the team, and sometimes personal problems are brought into work problems, making the problematic employee not have a sense of unity within the team. To address this, the company can promote team-building activities and open communication channels, fostering a more harmonious work environment.

The Influence of Motivation on PT Employee Performance. Bumi Andalas Permai. According to Kasmir (2016), one factor that influences employee performance is organizational culture. Research study: According to Pradasi (2019), the following research results provide evidence that work motivation has a significant direct effect on performance. According to Revan (2019), research results show that work motivation does not significantly influence employee performance. The phenomenon of work motivation can be seen as the level of desire to make achievements is still low. There are still low opportunities for advancement because some employees need more initiative. Furthermore, there still needs to be more employee activity to show their best abilities to get promoted, and many are still afraid. Of job risks resulting in a lack of innovation or expressing opinions. In working relationships, communication conditions between lines could be much faster, making relationships between co-workers less harmonious, or there are often misunderstandings or miscommunications between PT Bumi Andalas Permai employees.

3. Research Method

The research object is at the PT office. Bumi Andalas Permai. Address of PT. Bumi Andalas Permai is in the Simpang Heran River – Beyuku II River Forest Group, OKI Regency, South Sumatra Province. PT. Bumi Andalas Permai is a national private company operating in forestry, especially Industrial Plantation Forests, established on October 1, 2003. The research variables are employee performance as the dependent variable and psychology, organizational culture, and motivation as the independent variables. The employee performance indicators are feedback, cooperation, and facilities. Psychological performance is the attitude toward work, peace of mind, and talent. The indicators of organizational culture are attention to detail, results orientation, and team orientation. The motivation indicators are success, opportunities for advancement, and work relationships. The population used in this research were all permanent employees of PT. Bumi Andalas Permai has 165 permanent employees. The sample used 117 employees. The sampling technique above uses the cluster sampling technique. The data collection methods used in this research were interviews and questionnaires, namely answers from respondents to a series of questions related to the influence of psychological factors, organizational culture, and motivation on PT employee performance. Bumi Andalas Permai, according to the indicators used by researchers. This research uses multiple linear regression analysis tools.

4. Findings and Discussions

The results of the multiple linear regression test obtained the following equation: $Y = 0.053 + 0.306 X_1 + 0.348 X_2 + 0.314 X_3$. A constant value of 0.053 means that if psychological factors, organizational culture, and motivation are absent, then the company's performance will have little value; this shows that employees and the company need psychological factors, organizational culture, and motivation. It shows that the regression coefficient for psychological factors, organizational culture, and motivation is positive, meaning that psychological factors, organizational culture, and motivation positively affect employee performance.

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,053	,051		1,034	,303
Psychological Factors	,306	,099	,296	3,087	,003
Organizational Culture	,348	,064	,344	5,425	,000
Motivation	,314	,069	,354	4,528	,000

a. Dependent Variable: KINERJA

The results of the F Test, a pivotal moment in our research, indicate that the variables psychological factors (X1), Organizational Culture (X2), and Motivation (X3) collectively influence employee performance (Y). As shown in Table 2, the Fcount value (544.834) surpasses the Ftable (2.45), a clear indication reinforced by the F sig level of $0.000 < 0.10$. With H_0 rejected and H_a accepted, we can confidently state that psychological factors (X1), Organizational Culture (X2), and Motivation (X3) indeed have a profound impact on the performance of PT employees at Bumi Andalas Permai, underscoring the importance of these factors in organizational success.

Table 2. ANOVA Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14,545	3	4,848	544,834	,000 ^b
Residual	1,006	113	,009		
Total	15,551	116			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Organization Culture, psychological factors

The Influence of Psychological Factors, such as motivation, job satisfaction, and stress, on the performance of PT employees at Bumi Andalas Permai. Our research has unveiled a significant and positive influence of psychological factors on the performance of PT employees at Bumi Andalas Permai. The test results, conducted using the SPSS application, confirm this. The t-test for Psychological Factors, as indicated by the t-value (3.087) > t-table 1.657 and the sig t level of $0.003 < 0.10$, rejects H_0 and accepts H_a , signifying the influence of Psychological Factors on employee performance at PT. Bumi Andalas Permai. The results of this research are based on the theory, according to Gipson et al. (2012), that psychological factors influence employee performance. Our research findings are in harmony with Silalahi's (2019) study, which asserts that psychological factors directly and significantly influence employee performance. However, our findings differ from Alyaman's (2019) research, which suggests that psychological factors have an impact but are not significant on employee performance. The respondents' answers show that psychological factors influence employee performance. It can be seen from the distribution of answers among respondents that the problem is as follows: a) There are still employees who do not have a professional attitude at work; b) There are still employees who consider ordinary work to be unprofitable for them; c) There is still a lack of skills and expertise in each employee in carrying out the work they do. As a solution to the identified problem, we propose a focused approach to employee psychological factors. By providing additional training and insight, we can address these factors effectively. This approach, tailored to what

employees need and want, has the potential to significantly improve employee performance in the future.

The influence of organizational culture on the performance of PT employees. Bumi Andalas Permai. Based on the test results, organizational culture has a positive and significant effect on the performance of PT employees at Bumi Andalas Permai. The test results using the SPSS application show the results. Based on the table, the t-test for the Organizational Culture variable can be seen from the value of t-value ($5.425 > t\text{-table } 1.657$); this is reinforced by the t-sig level of $0.00 < 0.10$, so the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, meaning There is a significant influence of Organizational Culture on the work performance of PT employees at Bumi Andalas Permai. The results of this research are based on Kasmir's (2016) theory of factors that influence employee performance, which states that organizational culture is one factor. This research is in line with research conducted by Fransiska (2019), which states that organizational culture directly strengthens a positive and significant influence on employee performance. However, this research is different from that of Lestari (2021), which states that organizational culture has an impact but is not significant on employee performance. The respondents' answers show that psychological factors influence employee performance. It can be seen from the distribution of answers among respondents that the problem is as follows: a) There are still employees who are lacking and are not thorough and detailed in their work; b) There are still employees who are not optimal in completing work in areas that have work targets; c) There is still a lack of teamwork for each employee in carrying out teamwork. As a result of this problem, the researcher suggests paying attention to the issue of employee organizational culture by giving more attention to employees. The researcher recommends that to improve the culture in the organization, the Company must pay more attention to matters related to employees who make mistakes in being thorough in their work, then pay more attention to employees who still need to complete the job. Tasks optimally when working: The company must provide direction or retraining to minimize work errors and complete tasks optimally. Then, the Company offers mediation, warnings, and even sanctions, if necessary, for employees who do not work properly so that later, it is hoped that the culture in the organization can run smoothly. Well and by what the Company desires so that it can improve the performance of employees in the future.

The Influence of Motivation on the Performance of PT employees at Bumi Andalas Permai. Based on the test results, motivation has a positive and significant effect on the performance of PT employees at Bumi Andalas Permai. Based on the table, the t-test for the Motivation variable can be seen from the counter ($4.528 > t\text{-table } 1.657$); is this reinforced by the t-sig of $0.00 < 0.10$, so H_0 is rejected, and H_a is accepted? This means motivation has a significant influence on the work performance of PT employees at Bumi Andalas Permai, which suggests that enhancing employee motivation could lead to improved performance in our organization. Our research findings are firmly rooted in established theories. According to Kasmir (2016), motivation is one of the factors that significantly influences employee performance. Our results align with this theory, providing a solid foundation for our conclusions. This research is in line with research conducted by Pradasi (2019), which states that motivation directly strengthens a positive and significant influence on employee performance. However, this research is different from research conducted by Revan (2019), who states that motivation has an impact but is not significant on employee performance. The results of respondents' answers show that motivation influences employee performance. It can be seen from the distribution of answers among respondents that the problem is as follows: a) Many employees must be more enthusiastic about

completing their work. This happens because the company does not offer an additional salary or accompaniment if the employees complete their work. b) There are still employees who consider work unprofitable for their careers because the company needs to provide better career opportunities to long-time employees; this is because the company only employs them with company-providing career opportunities and training for employees. c) There is still a lack of employee awareness toward fellow co-workers, and the employee-co-worker relationship is still just a relationship at work. As a result of this problem, researchers suggest that companies should always provide work motivation and enthusiasm to employees so they can show their desire to succeed. Companies should give direction regarding increasing the sense of caring between employees so that relationships are not limited to work relationships. Companies must provide material and non-material rewards to employees who have succeeded in doing their jobs well. Finally, employee training has increased, including skills training and training in employee self-management. Companies need to increase the sense of harmonization so that work motivation can run well and by what the company and employees want. Companies can improve the performance of employees in the future.

5. Conclusion

It can be concluded that there is a positive and significant influence of psychological factor variables, organizational culture, and motivation on employee performance. To enhance employee performance, it is crucial to focus on psychological factors. By providing additional training in specific skills or knowledge and insight into specific aspect of the job or company culture, we can ensure that these factors align with the employees' needs and desires. This approach is expected to significantly improve employee performance in the future, fostering a more productive and harmonious work environment. More attention must be paid to employees to improve organizational culture and employee performance. Researchers suggest that to enhance organizational culture, companies must play a pivotal role in paying more attention to employees who make mistakes in being thorough in their work and then pay more attention to employees who must complete their tasks correctly. The company's active involvement in providing direction or retraining to minimize work errors and complete tasks, and offering mediation, warnings, and even sanctions, if necessary, empowers the company to shape the desired culture and improve the performance of employees in the future.

To increase motivation for employee performance, the company should always provide work motivation and enthusiasm to employees so that they can show their desire to succeed. The company, as a guiding force, must provide direction regarding increasing the sense of caring between employees so that relationships are not limited to work relationships, and the company must provide rewards. Both material and non-material for employees who have successfully done their jobs well. Finally, employee training has increased, including skills and self-management training. Companies need to increase the sense of harmonization so that later, it is hoped that work motivation will run well and by what the company and employees want, which can improve employee performance in the future. To improve employee performance, the company must pay attention to variables that are factors in decreasing employee performance levels at PT. Bumi Andalas Permai on psychological factor variables to pay more attention to employee psychological factors by giving more intensive attention by providing additional training and insight to employees and organizational culture variables on employee performance by paying more attention to employees. Researchers suggest that to improve culture in the organization, the company must pay attention again to matters relating to employees who make mistakes in being thorough in their work, and for motivational variables,

the company should always provide work motivation and enthusiasm to employees so that they can show their desire to succeed. The company must provide direction regarding increasing the sense of caring between employees so that the relationship is not limited to an employment relationship, and the company must provide material and non-material rewards to employees who succeed in doing their job well.

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