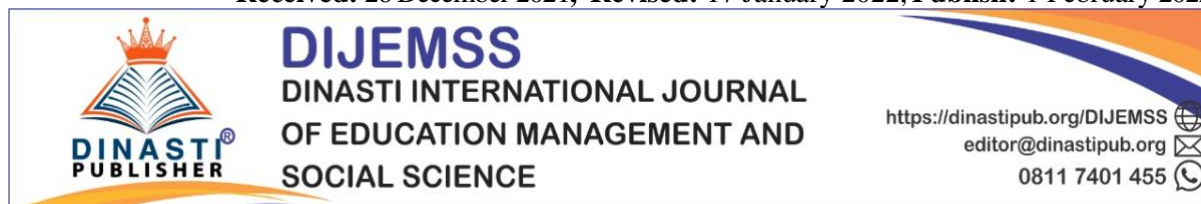


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## THE INFLUENCE OF WORK MOTIVATION, COOPERATION AND WORK CULTURE TOWARDS THE PERFORMACE OF PT PLN (PERSERO) UP3 BEKASI EMPLOYEES

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**Abstract:** This research has purposes to reveal and investigate further the affects from work motivation, cooperation, and work culture towards the employee performance at PT PLN (Persero) UP3 Bekasi. The achievement of key performance indicator (KPI) distribution loss cannot be separated from work motivation from each employee. Good cooperation will provide maximum results in the implementation of work. In addition, with a well-developed work culture, every job could be sort out properly. The research method which applied was quantitative approach. The populations are 51 employees in the Energy Transaction Section and Network Section. The sampling technique used was saturated sampling with a total sample of 51 employees. Research data was collected through the distribution of questionnaires. Quantitative data analysis method through multiple linear regression method. The results indicates that 1) Work motivation partially has a strong and significant affect on employee performance. 2) Cooperation partially has a significant affect on employee performance. 3) Work culture Partially has a strong and significant affect on employee performance. 4) Work motivation, cooperation and work culture simultaneously have a positive and significant affect on employee performance. The research interpretation shows that the most powerful and significant factor in influencing the employee performance is the work motivation and followed by the cooperation and lastly the work culture variable.

**Keywords:** Work motivation, cooperation, work culture, employee performance, distribution loss.

### INTRODUCTION

With the fastest advancement of technology in the era of the industrial revolution 4.0, the companies need to quickly adjust in various conditions on social and economic life in society. The surplus national electricity condition has also become the basis of changes for PT PLN (Persero) to change its business and service patterns from being oriented to a supply driven method to consumption or demand driven approach.

The change in the business pattern which implemented by PT PLN (Persero) from supply or supply driven approach to consumption or demand driven approach has forced PT

PLN (Persero) to continue to innovate in serving customers through 4 (four) transformations in an efforts to improve the use of renewable energy to generate electricity.

PT PLN (Persero) Customer Service Implementation Unit (UP3) Bekasi is one of the customer service which located at PT PLN (Persero) West Java Distribution Parent Unit. PT PLN (Persero) UP3 Bekasi focuses on providing and distributing the electric power to customers and serving customers with optimal service. One of the strategic themes set by the management of PT PLN (Persero) West Java Distribution Parent Unit are the reduction in cost (cost efficiency) which consists of a decrease in the cost of supply (BPP) and the decline in losses.

The deficit is a form of loss of electrical energy which comes from the difference between the amount of electrical energy available and the amount of electrical energy sold. The Distribution network shrinkage can be seen from the amount of energy distributed and distributed to PLN customers. The amount of electrical energy distributed from the PT PLN (Persero) UP3 Bekasi substation in 2020 was 4,396,902,504 kWh, while the energy sold was 4,016,352,057 kWh. There is a gap between the electrical energy supplied from the substation (GI) and the total energy sold of 380,550,447 kWh.

The realization of distribution network losses is one of the key performance indicators (KPI) at PT PLN (Persero) UP3 Bekasi. The realization of distribution network shrinkage is one of the efforts to reduce cost (cost efficiency) which is one of the strategic that has been set by the management of PT PLN (Persero) West Java Distribution Parent Unit. When the distribution network shrinkage target cannot be reach, then it would affect to the organizational performance score (NKO) of PT PLN (Persero) UP3 because the points from the realization of distribution network shrinkage are quite large.

According to data which obtained on 2018 until 2020 these realization of distribution network shrinkage has never been achieved. Seeing these current conditions, the researchers tried to look at the factors which affect the employee performance in the energy and network transaction section at PT PLN (Persero) UP3 Bekasi and the energy and engineering transaction section in each customer service unit (ULP) under PT PLN (Persero) UP3 Bekasi. As initial data, researchers have conducted a pre-survey to 26 Supervisor level employees and field staff of energy transactions at UP3 Bekasi in order to identify the factors causing problems. Then it was reveal that work motivation, cooperation, and work culture are indicators which hugely affect and need to improved so that realization would be achieved. The distribution network shrinkage as the main KPI can be increased and achieve the target.

## **LITERATURE REVIEW**

### **Employee Performance**

The Performance is one of the most important aspects in an organization that used as the main standard to measure the contribution of human resources in the organization (Riyanto & Prasetyo, 2021). Moreover, Edison et al. (2016) added that performance is a process which refers to and measured by a certain period of time based on predetermined

provisions or agreements. Performance is a different indicator for each employee because each employee has a different level of ability and competence in doing their work, so there needs to be precise measurements. There are several dimensions that can be used as performance measurement tools, such as the quality of work, quantity of work, creativity, and innovation (Gomes, 2015).

### **Work Motivation**

Motivation is a change in the attitude that exists in a person due to the urges of work in order to achieve the desired goals (Riyanto & Prasetyo, 2021). Furthermore, Effendi (2015) were explains that work motivation is a process that explains the intensity, direction, and persistence of individuals to achieve their goals. To maximize work motivation in employees, surely every employee needs internal and external encouragement. These drives are include of the need for achievement, the need for power and the need for affiliation (McClelland in Hasibuan, 2015).

### **Cooperation**

According to Robbins & Judge (2015) Cooperation is a group whose individual efforts will generate higher performance than the sum of individual inputs. Furthermore, Thomas & Johnson (2014) added that cooperation will make the members of the group support each other. Good cooperation between employees will continuously advances their performance (Prasetyo et al., 2021) and draw their commitment to advantage the company (Riyanto et al., 2021). Then, in order to measure the cooperation, the dimensions of purpose, openness and honesty in communication, cooperative in decision making, an atmosphere of trust, and a sense of belonging are needed (Sharma & Mani, 2012).

### **Work Culture**

According to Dessler (2015), work culture is a process of teaching the skills which needed by employees to completed their works. Furthermore, Paramita in Mayangsari et al. (2014) added that work culture is a group of basic thoughts or mental programs that can be used to improve work efficiency and human cooperation owned by a group of people. With a positive work culture, they will be able to form a pattern of shared perceptions among employees to overcome problems that exist within the company (Irmawati & Prasetyo, 2020). In measuring the work culture variable, Paramita in Mayangsari et al. (2014) divides work culture into 2 (two) parts, namely attitudes towards work and behavior at work.

### **Previous Research**

Previous research which conducted by Olusadum & Anulika (2018), and Riyanto & Prasetyo (2021) found that there was a significant impact of work motivation in improving the employee performance. While McEwan et al. (2017) and Hermawan et al. (2017) found that good cooperation and work culture (Ristiana, 2019) will have a significant impact to the improving of employee performance in a company. Meanwhile, several research shows that work motivation (Anwar et al., 2017), cooperation (Gallie et al., 2012) and work culture (Solossa et al., 2015) did not have impact to employee performance in an organization.

## Framework

Based on these phenomena, the research objectives and those previous research that has been submitted above, the theoretical framework according to this research can be explained as follows:

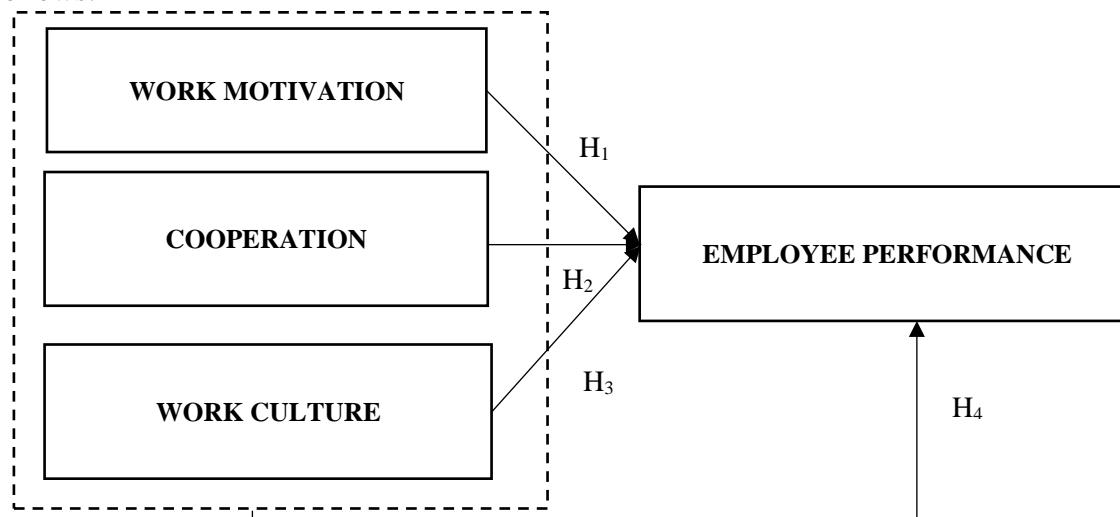


Figure 1. Theoretical Framework

## Research Hypothesis

According to the framework that has been described above, the research hypothesis that could be drawn as follows:

- 1) Hypothesis 1 (H<sub>1</sub>): Work motivation has a significant affect on the employee performance
- 2) Hypothesis 2 (H<sub>2</sub>): Cooperation has a significant affect on the employee performance
- 3) Hypothesis 3 (H<sub>3</sub>): Work culture has a significant affect on the employee performance
- 4) hypothesis 4 (H<sub>4</sub>): Work motivation, cooperation and work culture simultaneously affect the employee performance

## RESEARCH METHODS

This research used quantitative method approachment with positivism philosophy. The dependent variable in this research is employee performance, while the independent variables are work motivation, cooperation, and work culture. The measuring instrument used a questionnaire with Likert scale from 1 to 5. The research population was the basic and functional Structural Supervisors at the Energy and Network Transaction Section at PT PLN (Persero) UP3 Bekasi as many as 51 people. The sampling technique used in this research was conduct through saturated sample, so that the number of samples used was the same as the total population. The data analysis method used multiple linear regression analysis through instrument test, classical assumptions and hypothesis evidence.

## RESULT AND DISCUSSION

### Characteristics of Respondents

According to the research data related to the characteristics of the respondents, it is revealed that the majority of respondents are male (96.1%), meaning that the majority of employees at PT PLN UP3 Bekasi are men, because they are indeed needed for fields of work related to engineering and working on the field to support the work activities which are increasing day by day and should be completed in a short time. Then, the majority of respondents were also aged between 24 to 29 years (42.9%), meaning that the employees who work at PT PLN UP3 Bekasi are dominated by workers of productive age so they still have high work motivation to earn even better performance. Then, according to the level of education, the majority of respondents have the latest bachelor's education (58.8%) which means that they have a good background of education. Finally, the majority of respondents have worked at PT PLN UP3 Bekasi for about 1 to 4 years (23.5%), this indicates that the respondents have enough experience working at PLN so that respondents can overcome the challenging work tasks and achieved those work targets.

### Classic Assumption Test

Elicited from the normality test result of the data, the employee motivation variable has obtained the value of Sig. 0.200\*, the cooperation variable gets the value of Sig. 0.200\*, and work culture variable obtained the value of Sig. 0.200\* so that the employee performance variable obtained the value of Sig. 0.186. Because of each research variable produces a Sig value greater (>) than Sig. 0.05 (Default in SPSS) it can be said that the research data is normally distributed.

**Table 1. Normality Test**

|   | Kolmogorov-Smirnov <sup>a</sup> |    |       | Shapiro-Wilk |    |      |
|---|---------------------------------|----|-------|--------------|----|------|
|   | Statistic                       | df | Sig.  | Statistic    | df | Sig. |
| Work Motivation                           | .105                            | 51 | .200* | .972         | 51 | .259 |
| Cooperation                               | .099                            | 51 | .200* | .972         | 51 | .265 |
| Work Culture                              | .100                            | 51 | .200* | .973         | 51 | .298 |
| Employee Performance of PT PLN UP3 Bekasi | .109                            | 51 | .186  | .959         | 51 | .077 |

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

According to the results from multicollinearity test, work motivation had obtained a tolerance value of 0.563 (VIF = 1.778); as for the cooperation variable the tolerance value is 0.425 (VIF=2.352); Work culture variable obtained a tolerance value of 0.512 (VIF = 1.954). Thus, it was concluded that each variable has a tolerance value of more than (>) 0.2 and the results of the variance inflation factors (VIF) are less than (<) 10, meaning that there is no multicollinearity and there is no high correlation between the independent variables.

**Table 2. Collinearity Statistics**

| Independent Variables | Tolerance | VIF   |
|-----------------------|-----------|-------|
| Work Motivation       | .563      | 1.778 |
| Cooperation           | .425      | 2.352 |
| Work Culture          | .512      | 1.954 |

According to the heteroscedasticity test result, the distribution of research data were depicted in the form of black dots, indicates that the distribution of research data did not show the occurrence of heteroscedasticity because the data depicted in the form of dots evenly spreads above and below on the X and Y axes. In other words, the predictive value for dependent variable contrast to the residual from the linear regression model and produces a point distribution which randomly distributed around the number 0 (zero), meaning that the research data belongs to the homoscedasticity or uniform category.

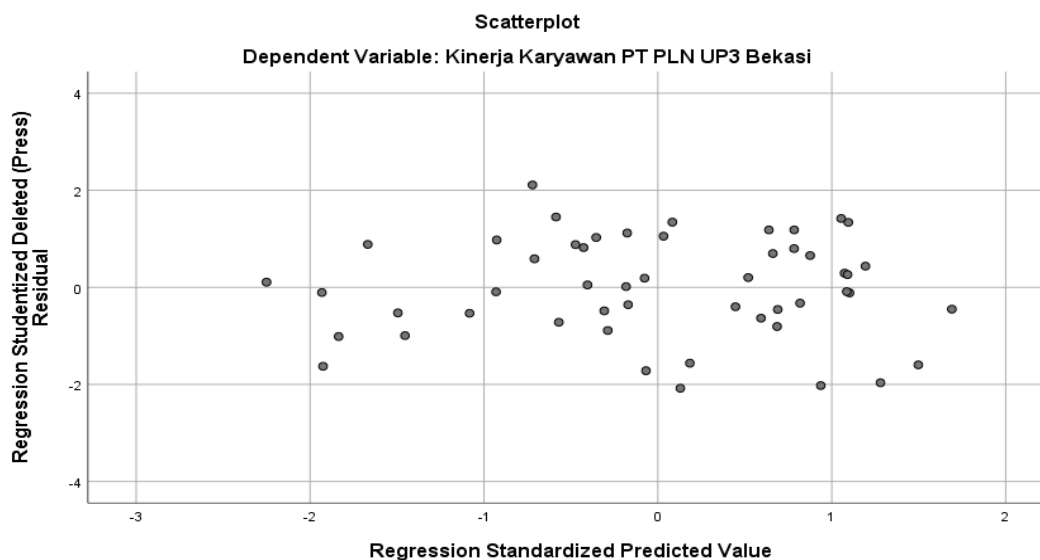


Figure 2. Heteroscedastisity Test Result

**Proving Hypothesis**

According to the coefficient of determination (R2) result, the percentage of employee performance at PT PLN UP3 Bekasi after had gone affected by work motivation, cooperation and work culture then was obtained R square 0.761 or 76.1% and the remaining 100% - 76.1% = 23.9% determined by other unexamined factors such as organizational climate and organizational commitment.

**Table 3. Coefficient of Determination Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .872 <sup>a</sup> | .761     | .746              | 2.863                      |

a. Predictors: (Constant), Work Culture, Cooperation, Work Motivation

b. Dependent Variable: Employee Performance of PT PLN UP3 Bekasi

Mentioned from the simultaneous test result (ANOVA), it clearly seen that the variables of work motivation, cooperation, work culture together affect the performance of employees of PT PLN UP3 Bekasi, which is significant. This is shown from the acquisition of the F-count value is 49.889 and SIG. 0.000 < SIG. 0.05. Thus the hypothesis (H4) is accepted.

**Table 4. ANOVA**

| Model |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 1226.551       | 3  | 408.929     | 49.889 | .000 <sup>b</sup> |
|       | Residual   | 388.251        | 47 | 8.197       |        |                   |



|       |          |    |  |  |
|-------|----------|----|--|--|
| Total | 1612.039 | 50 |  |  |
|-------|----------|----|--|--|

a. Dependent Variable: Employee Performance of PT PLN UP3 Bekasi

b. Predictors: (Constant), Work Culture, Cooperation, Work Motivation

Referring to the results from the significance test, the results of partial hypothesis test could be defined as follows:

- 1) Work motivation partially has a significant affect to the performance of employees of PT PLN UP3 Bekasi, the results of t-count are 3.615 and Sig.  $0.001 < 0.05$  and  $< 0.01$ , then the hypothesis (H1) is accepted. While the amount of the influence from work motivation to the employees performance of PT PLN UP3 Bekasi had obtained beta coefficient ( $\beta$ ) of 0.344 which included the category as strong influence, due to it is greater than 0.25 as recommended (Keith, 2015).
- 2) Cooperation partially has a significant affect on the performance of employees of PT PLN UP3 Bekasi, the results from the t-count are 3.128 and Sig.  $0.003 < 0.05$  and  $< 0.01$ , then the hypothesis (H2) is accepted. While the amount of the influence from cooperation to the employee performance of PT PLN UP3 Bekasi had obtained beta coefficient ( $\beta$ ) of 0.342 and included in the category of strong influence, due to it is greater than 0.25 as recommended (Keith, 2015).
- 3) Work culture partially has a significant affect on the performance of employees of PT PLN UP3 Bekasi, the results of t-count are 3.219 and Sig.  $0.002 < 0.05$  and  $< 0.01$ , then the hypothesis (H3) is accepted. While the amount of the influence from work culture to the employee performance of PT PLN UP3 Bekasi had obtained a beta coefficient ( $\beta$ ) of 0.321 and which included in the category of strong influence, because it is greater than 0.25 as recommended (Keith, 2015).

**Table 5. Significance Test**

| Coefficients <sup>a</sup> |                 |                             |            |                           |       |      |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                 | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |                 | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)      | 4.881                       | 3.498      |                           | 1.395 | .169 |
|                           | Work Motivation | .170                        | .047       | .344                      | 3.615 | .001 |
|                           | Cooperation     | .204                        | .065       | .342                      | 3.128 | .003 |
|                           | Work Culture    | .250                        | .078       | .321                      | 3.219 | .002 |

a. Dependent Variable: Employee Performance of PT PLN UP3 Bekasi

From these results of the data in Table 5, it can be made a multiple linear regression equation, as follows:

$$Y = 4,881 + 0,170X_1 + 0,204X_2 + 0,250X_3$$

Based on the multiple linear regression equation, it can be predicted that the employee performance at PT PLN UP3 Bekasi in the near future would be as follows:

- 1) The amount of the constant value is 4.881, which means that the regression value of the employee performance at PT PLN UP3 Bekasi is 4.881 without being influenced by the variables of work motivation, cooperation, work culture.

- 2) The value of work motivation regression coefficient (X1) is 0.170 with a positive sign (+) meaning that an increase of 1 point in the work motivation will have a results in an increasing the employee performance at PT PLN UP3 Bekasi for 0.170.
- 3) The value of cooperation regression coefficient (X2) is 0.204 with a positive sign (+) meaning that an increase of 1 point in the cooperation variable will results in an increasing the employee performance at PT PLN UP3 Bekasi by 0.204.
- 4) The value of work culture regression coefficient (X3) is 0.250 with a positive sign (+) meaning that an increase of 1 point in the work culture variable will results in an increasing the employee performance at PT PLN UP3 Bekasi employees by 0.250.

### Inter-Dimensional Correlation Test

According to the results of the correlation between dimensions, it is an absolutely seen that the dimension of need for achievement has a strong and significant correlation with creativity (r-count 0.668\*). The need for affiliation dimension is strongly and significantly correlated with initiative (r-count 0.608). The dimension of need for the power is strongly and significantly correlated with quantity (r-count 0.620). Then, the cooperation variable shows that the dimensions of clear goals are strongly and significantly correlated with quality (r-count 0.669). The dimensions of openness and honesty in communication are strongly and significantly correlated with quantity (r-count 0.614). The dimension of cooperative decision making has a strong and significant correlation with quality (r-count 0.614). The dimension of the atmosphere of trust is strongly and significantly correlated with initiative (r-count 0.617). The taste dimension has a strong and significant correlation with innovation (r-count 0.628). Attitude towards work is strongly and significantly correlated with creativity (r-count 0.622). Behavior dimension at work has a strong and significant correlation with quantity (r-count 0.623\*).

**Table 6. Correlation Between Dimensions**

| Dimension                             |                  | Quantity<br>Y <sub>1.1</sub> | Quality<br>Y <sub>1.2</sub> | Creativity<br>Y <sub>1.3</sub> | Innovation<br>Y <sub>1.4</sub> | Initiative<br>Y <sub>1.5</sub> |
|---------------------------------------|------------------|------------------------------|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| Need for achievement                  | X <sub>1.1</sub> | .629**                       | .439**                      | .668**                         | .617**                         | .521**                         |
| Need for affiliation                  | X <sub>1.2</sub> | .538**                       | .429**                      | .468**                         | .469**                         | .608**                         |
| Need for the power                    | X <sub>1.3</sub> | .620**                       | .564**                      | .576**                         | .568**                         | .589**                         |
| Clear goals                           | X <sub>2.1</sub> | .546**                       | .669**                      | .575**                         | .629**                         | .633**                         |
| Openness and honesty in communication | X <sub>2.2</sub> | .614**                       | .584**                      | .525**                         | .566**                         | .531**                         |
| Cooperative in decision making        | X <sub>2.3</sub> | .520**                       | .614**                      | .514**                         | .513**                         | .523**                         |
| Trust situation                       | X <sub>2.4</sub> | .596**                       | .581**                      | .516**                         | .517**                         | .617**                         |
| Ownership                             | X <sub>2.5</sub> | .620**                       | .603**                      | .524**                         | .628**                         | .549**                         |
| Behavior towards work                 | X <sub>3.1</sub> | .533**                       | .531**                      | .622**                         | .549**                         | .515**                         |
| Behavior at work                      | X <sub>3.2</sub> | .623**                       | .539**                      | .554**                         | .604**                         | .549**                         |

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

### Discussion

Work motivation partially has the strongest and most significant affect towards employee performance at PT PLN (Persero) UP3 Bekasi. The authors' research findings are support the previous research by Olusadum & Anulika (2018), and Riyanto & Prasetyo (2021) which stated that there was a significant influence of work motivation towards



employee performance. The amount of influence are included in the category of the strongest influence. This could be means that the more work motivation is increased, the performance of PT PLN UP3 Bekasi employees will increase. This is in line with the use of work motivation theory, namely McClelland theory which declared that employee work motivation has relates to the need for achievement (n-Ach), the need for power and the need for affiliation. The factors of work motivation which highly affect the employee performance are because employees are take it serious in carrying out work activities and have set targets. Employees show a sense of pleasure and enjoyment with challenging work targets because this motivates employees to be able to complete work well again. Employees feel proud when their work is appreciated by the company and this adds to the employee's confidence at work. Furthermore, employees in performing their tasks will interact and cooperate with other co-workers. The working relationship is fostered properly to facilitate cooperation in work. Employees feel happy and enjoy when they have to work together across divisions with other co-workers and this can be actually strengthen the working relationship for the better. Employees will have high morale and full of responsibility in order to get a promotion. Even employees show their vocal attitude at work by expressing opinions so that employees appear more prominent at work and deserve to be promoted. The impact of this high work motivation in resulted with high employee performance as well.

Cooperation partially has a strong and significant affect on employee performance at PT PLN (Persero) UP3 Bekasi. The authors' research findings are in line with previous research by McEwan et al (2017), and Hermawan et al. (2017) who found that teamwork in work has a significant affect on employee performance. The amount of influence were included as category of strong influence. This means that the more cooperation is increased, the performance of PT PLN UP3 Bekasi employees will increase. Cooperation will improve employee performance due to a solid cooperation among fellow employees in completing work. Employees are accustomed to collaborating with other co-workers from different divisions and with this good collaboration, work tasks are quickly completed because work tasks are interrelated with one another. Employees are enjoy working with other co-workers due to their openness and honesty at work. Employees are happy with co-workers who can work well together and support each other. What's more, co-workers share knowledge and experience at work so that this can add insight to other employees. Then, if the employee finds a problem at work, the employee consults it first before deciding to take action, which usually asks a co-worker or direct supervisor. Employees in carrying out their work activities have the full trust of their superiors, so there is no need for strict supervision. When employees has experience problems at work, employees could ask colleagues who are more experienced and ask for help to overcome mistakes. Employees voluntarily help their co-workers who really need their help. Employees will express their opinion if they feel it is necessary to provide solutions to their work colleagues and mistakes in work assignments which carried out by the team are a shared responsibility.

Work culture partially has a strong and significant affect on employee performance at PT PLN (Persero) UP3 Bekasi. The author's research findings are in line with Ristiana's

previous research (2019) who found that work culture partially has a significant affect on employee performance. The amount of the influence of work culture to the performance of employees at PT PLN UP3 Bekasi and were included in the category of strong influence. This means that the more the work culture increase, the employee performance at PT PLN UP3 Bekasi will be increase too. A work culture could improve the employee performance, such as employees showing an attitude that is happy with their own work. Whatever the form of work that assign from the boss, employees will just enjoy and try to finish the job well. Employees feel happy with their work assignments because those are match with their abilities and knowledge. Employees show an attitude of mutual assistance to coworkers who need it. Employees in doing work always come on time and do their work honestly and responsibly. The work tasks that have been completed, will usually be evaluated to make sure nothing is missing. The impact of this good work culture has resulted in an increase in employee performance particularly in the quantity of work. Employees become creative in carrying out their work.

Based on the simultaneous test results, it is proven that work motivation, cooperation, and work culture simultaneously have a positive and significant affect on employee performance at PT PLN (Persero) UP3 Bekasi. According to Robbins & Judge (2015) work motivation is a process that describes a person's strength, direction, and persistence in an effort to achieve goals. Employees are motivated to work because there are work targets that must be completed so that they must be serious about working and ready to accept challenging jobs. Employees enjoy work which they find difficult and try to solve it. What's more, the company appreciates the work performance of employees. Then, employees in carrying out their work activities are certainly related to the work duties of other co-workers so that employees interact and establish harmonious working relationships with other co-workers so that work tasks can be completed on time and achieve the set targets. Employees also feel comfortable when working with other co-workers. Employees show fair competition in their work and are responsible for every job assignment. Employees show a brave attitude when there is a policy that they feel is not in accordance with their work and employees will try to influence their co-workers. Then, cooperation can affect employee performance because the success of the job target is quickly completed, of course, cannot be separated from solid teamwork. In addition to having high work motivation, cooperation is also considered important in improving employee performance because employees must be able to work in teams and coordinate work well with each other. When collaborating with co-workers, it is also necessary to have openness and honesty in communicating. Colleagues can share knowledge and experience in their field of work so that they can complement each other in completing work. If a problem is found, it is necessary to ask for views from members in the work team. The idea of the opinion of the work team is considered important before making a decision. In carrying out team work tasks, there needs to be an atmosphere of mutual trust. Team members believe that the work tasks carried out by their co-workers can be completed properly so there is no need for strict supervision. Employees must be willing to accept input from other co-workers and help each other in their work. Furthermore, if there is an error at work, the error in the work assignment becomes a shared responsibility.

Employees also show their willingness to help co-workers even though it's not their job. Furthermore, work culture can improve employee performance because employees have an attitude that is happy with their field of work and enjoys their work even though there are obstacles in completing work. Employees show an attitude that is happy to get directions from their superiors when working and must complete the work according to the wishes of their superiors. Employees can solve problems at work with the help of colleagues. Employees with one another show an attitude of helping each other at work. Employees show their commitment to work by doing it with full sincerity and responsibility on the job. The impact of work motivation, cooperation, and work culture has an influence towards employee performance.

## CONCLUSION AND SUGGESTION

### Conclusion

Elicited from the hypothesis test and research discussion, this research can be interpreted as for below:

- 1) Work motivation partially has a strong and significant affect on employee performance at PT PLN (Persero) UP3 Bekasi.
- 2) Cooperation partially has the strongest and most significant affect on employee performance at PT PLN (Persero) UP3 Bekasi.
- 3) Work culture partially has a strong and significant affect on employee performance at PT PLN (Persero) UP3 Bekasi.
- 4) Work motivation, cooperation, and work culture simultaneously have a positive and significant affect on employee performance at PT PLN (Persero) UP3 Bekasi.

### Suggestion

Quoted from the conclusions result and research findings that are the most dominant in each variable, the authors can provide these following suggestions:

- 1) In the work motivation variable, it is clear that the need for achievement dimension needs to be further improved because it is strongly and significantly correlated with the creativity dimension, such as employees need to set work targets that should be completed realistically and able to complete difficult jobs so that employee performance remains high. Companies were also need to create programs and methods for monitoring work specifically by implementing rewards and punishments so that it will increase employee motivation to deliver their best performance.
- 2) In the cooperation variable, it is known that the clear objective dimension needs to be further improved because it is strongly and significantly correlated with the quality dimension, such as employees need to maintain harmony in working with colleagues from different divisions so that cross-sectoral work tasks can be carried out together with well and completed with satisfactory quality results. In practice, the company can hold discussion forums between divisions so as to increase cooperation between divisions so that organizational goals can be done properly.
- 3) In the work culture variable, it is clear that the behavioral dimension at work needs to be further improved because it is strongly and significantly correlated with the quantity

dimension, such as employees who are more serious in their work and take full of responsibility so that more quantity of work can be completed properly. The company can monitor the performance of individuals and divisions on a daily, weekly, monthly, quarterly, semester, and annual basis so that employees can know their responsibilities towards their respective jobs.

- 4) As for further research is expected to increase the number of employee samples and add research variables that relates to the employee performance at PT PLN (Persero) UP3 Bekasi such as organizational climate variables, leadership and organizational commitment.

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