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THE ROLE OF ORGANIZATIONAL CULTURE, MOTIVATION, AND TRAINING, IN ORDER TO INCREASE EMPLOYEE PERFORMANCE AT THE BAPPEDA (REGIONAL DEVELOPMENT PLANNING BOARD) OF WEST JAVA PROVINCE

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Abstract: The performance of members of an organization is needed to support organizational performance. The performance of employees at the BAPPEDA (Regional Development Planning Board) of West Java Province will affect the performance of this government agency. The purpose of this study was to find out how much the role of organizational culture, motivation, and training in order to improve the performance of employees in the Regional Development Planning Board of West Java Province, both simultaneously and partially. The method used in this study is descriptive and verification method. The source of data in this study were employees of the Regional Development Planning Board of West Java Province. Primary data was collected by using questionnaires and interviews with Regional Development Planning Board of West Java Province employees. Secondary data is collected by tracing documents that are relevant to the problem under study. The results of descriptive data analysis on research variables, showed that organizational culture, motivation, training, and employee performance at the Regional Development Planning Board of West Java Province were in the good category. Organizational culture, motivation, and training have a significant role in order to improve employee performance, which is equal to 72.2%. Motivational variables have a more dominant role in order to improve the performance of employees of the Regional Development Planning Board of West Java Province because they have the highest beta value, 37.1%.

Keywords: Organizational Culture, Motivation, Training, Performance

INTRODUCTION

Human resources is one important factor to support organizational performance. The better the performance of human resources in an organization, the better the performance of the organization.

In accordance with Government Regulation Number 46 of 2011 concerning Evaluation of Civil Servant Work Achievement (PNS), civil servant performance appraisal combines the assessment of Employee Work Objectives (SKP) with a weight of 60%, and Work Behavior (PK) with a weight of 40%.

Table 1.
Employee Performance Value Standards

No	Value (%)	Category
1	91 – Above	Very Good
2	76 – 90	Good
3	61 – 75	Enough
4	51 – 60	Less
5	50 – Down	Bad

Source: Government Regulation Number 46 of 2011, article 15 paragraph 1 and article 17

Based on the Data Recapitulation of Employee Work Assessment (SKP) and Employee Work Behavior in BAPPEDA of West Java Province in the January - December 2017 period, the results of the average achievements were very good at around 95.73 with very good work performance . But if it is seen that all work units of employees still have a total score below 90.

From the results of preliminary observations, the causes of the total value of employees' work targets and work behavior that have not met the targets set by the agency are: collection of reports by employees that exceed the set time limit; employees pay less attention to the tidiness of the reports that are done; low employee attendance, so that the tasks that must be done increase and are not completed properly; employees are less responsible for work and less initiative to work on reports quickly; employees lack communication with fellow colleagues or leaders regarding the reports that are done so that the results achieved are not satisfactory.

Some of the shortcomings above indicate that the level of performance of Bappededa employees in West Java Province still needs to be improved. According to Siagian (2002: 124), employee performance is influenced by several factors, namely: compensation, employee training, work environment, work culture, leadership, motivation, discipline, job satisfaction, communication, and other factors.

From some of the factors mentioned above, the author is interested in examining some of the factors that have a big role in improving employee performance, namely:

1. What is the organizational culture in BAPPEDA of West Java Province?
2. How is work motivation at BAPPEDA of West Java Province?
3. How was the training at BAPPEDA of West Java Province?
4. What is the performance of the staff at the BAPPEDA of West Java Province?

5. What is the role of organizational culture, work motivation, and training in order to improve the performance of BAPPEDA staff in West Java Province?

According to Robbins and Judge (2013: 512) the definition of organizational culture is: "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations."

The motivation according to Robbins (2006: 213) as a process that also determines the intensity, direction and perseverance of individuals in an effort to achieve goals.

While Sutrisno (2009: 109) suggests that job training is intended to equip employees with the right skills and ways to use work equipment.

Employee performance according to Anwar Prabu Mangunegara (2001: 67) is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

The purpose of this study is to find out the phenomena and to analyze in the BAPPEDA of West Java, regarding:

1. Organizational culture, Work motivation, Training, Employee performance, and
2. The role of organizational culture, work motivation, and training in order to improve employee performance.

Hopefully, this research will be useful for:

1. BAPPEDA of West Java Province: as information material to further improve employee performance in the work environment of BAPPEDA of West Java Province.
2. For other parties, as a contribution of scientific literature in the field of human resource management. Reference material for research and writing scientific papers in the field of human resource management on the same problem.

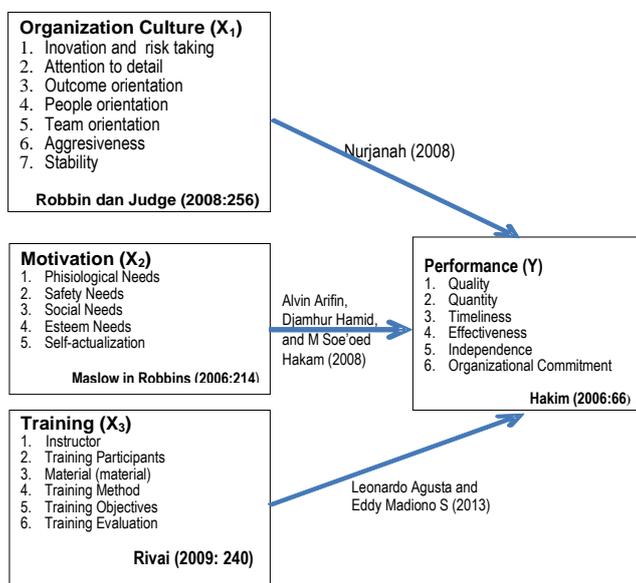


Figure 2.1
Relationship of Work Culture, Motivation and Training
Toward Employee Performance

Based on the literature review and frame of mind above, the authors formulated the research hypothesis as follows: “Organizational culture, motivation, and training, partially and simultaneously, role in the context of improving the performance of Bappeda (Regional Development Planning Agency) employees in West Java Province.”

RESEARCH METHODS

The research method used is descriptive and verification. The time of the study was carried out for approximately three months, including research preparation, research, and preparation of research reports.

The study was conducted at the BAPPEDA of West Java Province. The variables studied are: organizational culture, motivation, and training, which play a role in improving the performance of BAPPEDA staff in West Java Province.

The symbols used for the four variables above are: X1 for organizational culture, X2 for motivation, X3 for training, and Y for employee performance.

The variables above are measured by using research instruments in the form of closed questionnaires that meet the Likert scale. For each answer given a score, and the score obtained has a level of original measurement. The data source in this study is employees of BAPPEDA of West Java Province.

Primary data was collected by using questionnaires and interviews with BAPPEDA staff in West Java Province. Secondary data was collected by searching documents relevant to the problem under study. The sample size in this study was calculated by the Slovin formula according to Husaein Umar (1998: 77-78) as follows:

$$n = \frac{N}{1 + NE^2}$$

Where :

n = Sample size

N = Population Size

E = Percent Allowance is inaccurate because of taking errors that can still be tolerated or desirable for example 10%

From a population of 140 civil servants in BAPPEDA of West Java Province, the samples taken based on the formula are:

$$n = \frac{140}{1 + 140(0.1)^2} = 58,34 \approx 59 \text{ people}$$

Analysis Design

Group data by variables, tabulating data based on variables, presenting data for each variable studied, doing calculations to answer the problem formulation, doing calculations to test hypotheses that have been done. In analyzing and interpreting data, descriptive analysis and verification analysis are used.

The calculation of the respondent's answer index is done with the following formula:

$$\text{Answer Score} = (F1 \times 1) + (F2 \times 2) + (F3 \times 3) + (F4 \times 4) + (F5 \times 5)$$

Where :

F1 is the frequency of respondents' answers, worth 1.

F2 is the frequency of respondents' answers, worth 2.

F3 is the frequency of respondents' answers, worth 3.

F4 is the frequency of respondents' answers, worth 4.

F5 is the frequency of respondents' answers, worth 5.

To find out the overall descriptive analysis based on the research scores entered into a continuum line where the measurement is determined by: Maximum Index Value= Highest Score x Number of Questions x Number of samples

$$\text{Score Percentage} = \frac{\text{Actual Score}}{\text{Ideal Score}} \times 100\%$$

Source: Umi Narimawati (2008:85)

Multiple linear regression analysis aims to explain the magnitude of the influence of Organizational Culture, Motivation, and Training, on Employee Performance. The general multiple linear analysis equation for testing the hypothesis in this study is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Source: Husein Umar (2011 : 213)

Regression models in this study are:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Information:

Y = Employee Performance

X₁ = Organizational culture

X₂ = Motivation

X₃ = Training

a = Constants are bound values which in this case are Y when the free variable is 0 (X₁ and X₂ = 0)

β₁ = The multiple regression coefficient between the independent variable X₁ and the dependent variable Y, if the other dependent variables are considered constant.

ε = Disruptive factors outside the model (error)

The meaning of the coefficient β is if the value of β is positive (+), it shows a direct relationship between the independent variable and the dependent variable in other words, an increase or decrease in the size of the independent variable will be followed by an increase or decrease in the magnitude of the dependent variable. Whereas if β is negative (-), it shows the opposite relationship between the independent variable and the dependent variable. In other words, any increase in the value of the independent variable will be followed by a decrease in the value of the dependent variable and vice versa.

Furthermore, to find out whether the existing relationships have certain levels of factors, one must look at two things. First, there is (in a real or meaningful sense) or there is no relationship between employee performance (Y) and organizational culture (X₁), MOTIVATION (X₂), and training (X₃), which can be illustrated through the causal structure of research as in figure 1:

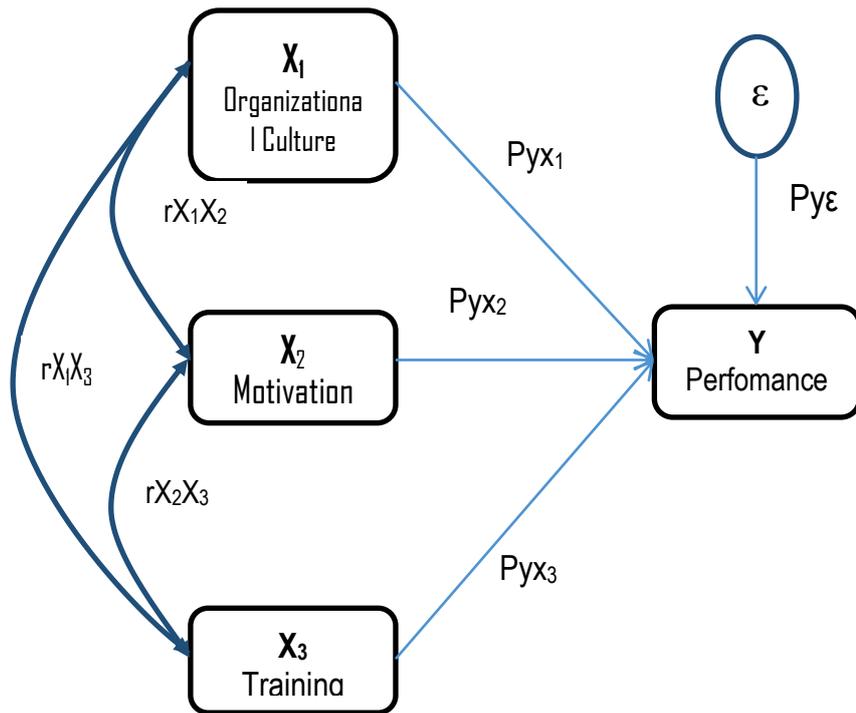


Figure 1 Structure diagram between Cultural Organization, motivation, and training, with Performance

FINDINGS AND DISCUSSION

Descriptive Research Results

Organizational Culture

The study was conducted through 10 statement items representing indicators of organizational culture variables (X₁)

Table 2. Distribution of Respondents' Answers to Organizational Culture variables (X₁)

No	Statement	Score
1.	In carrying out their duties, West Java Bappeda employees work creatively and innovatively.	85.1
2.	West Java Bappeda employees are given the freedom to complete tasks in a different style from the direction of the leadership	76.3
3.	All West Java Bappeda employees are careful in completing workn	72.2
4.	West Java Bappeda staff always analyze and pay attention to work details	78.3
5.	The leader focuses more on results than on the techniques and processes used to get the job done	67.8
6.	The leader always considers the effect of each policy on West Java Bappeda employees	72.9

Table 2. Distribution of Respondents' Answers to Organizational Culture variables (X1)

No	Statement	Score
7.	Work activities are formed in teams rather than individuals	78.3
8.	Leaders always encourage West Java Bappeda employees to be aggressive in positive competition.	77.6
9.	Leaders always encourage West Java Bappeda employees to always be competitive with other employees.	75.3
10.	Organizational activities emphasize the preservation of the way that work is currently available.	75.3
Average		75.9

Source: Questionnaire data processing results, 2018

The average score of 75.9, shows that the culture of the organization is in the good category.

Motivation

The study was conducted through 6 statement items representing indicators of motivational variables (X2), with the results as set out in the following table 3:

Table 3. Distribution of Respondents' Answers to Motivation variables (X2)

No	Statement	Score
1.	The incentive system provided by the organization to West Java Bappeda employees increases employee motivation	75.9
2.	West Java Bappeda employees have never been threatened by anyone while working at Bappeda	78.3
3.	Bappeda has provided adequate facilities to support the work of employees	75.9
4.	West Java Bappeda employees can socialize well between fellow employees and leaders.	80.0
5.	Leaders need employees in helping their work	81.0
6.	West Java Bappeda staff have been satisfied with the achievements so far?	70.5
Average		76.9

Source: Questionnaire data processing results, 2018

An average score of 76.9, indicating good motivation in the category.

Training

The study was conducted through 8 statement items representing indicators of training (X3), with the following results:

Tabel 4. Distribution of Respondents' Answers to Training variables (X3)

No	Statement	Score
1.	Instructor qualifications are sufficient in providing training	71.9
2.	Training participants according to the requirements set by the organization	73.6
3.	The trainees were eager to attend the training	79.0
4.	The material provided is in accordance with the objectives of the training	78.0
5.	The material provided is the most recent	78.6
6.	The training method chosen for the participants matches the material provided	79.7
7.	The training material provided aims to meet organizational needs in improving performance	77.3
8.	The results of training for employees, can improve the quality of employees who are useful for the organization	81.0
Average		77.4

Source: Questionnaire data processing results, 2018

The average score of 77,4, shows that the culture of the organization is in the good category.

Kinerja Pegawai

The study was conducted through 7 statement items representing indicators of Performance (Y), with the results as set out in the following table 5.

Tabel 5. Distribution of Respondents' Answers to Performance variables (Y)

No	Statement	Score
1.	The work of West Java Bappeda employees has reliable quality	75.9
2.	The work volume of West Java Bappeda employees is in accordance with predetermined standards	78.0
3.	West Java Bappeda employees do the same routine tasks every year	77.6
4.	All West Java Bappeda employees can complete work on time	76.6
5.	Leaders always choose HR who are competent in completing work	74.6
6.	West Java Bappeda employees have maximized their ability to complete work	77.6

7.	West Java Bappeda employees have responsibility for the tasks given by the leader.	82.0
Average		77.5

Source: Questionnaire data processing results, 2018

The average score of 77,5, shows that the employee performance is in the good category.

Results of Multiple Linear Regression Analysis

Multiple regression analysis is used by the researcher, if the researcher intends to predict the state (ups and downs) of the dependent variable (criterion), if two or more independent variables as a factor predictor is manipulated (increased in value) (Sugiyono, 2012: 275).

Table 6. Results of Multiple Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.754	1.946		.387	.700
Budaya Organisasi (X1)	.254	.092	.282	2.754	.008
Motivasi (X2)	.436	.126	.371	3.456	.001
Pelatihan (X3)	.254	.105	.303	2.430	.018

a. Dependent Variable: Performance (Y)

The table above shows the equation of the multiple regression analysis of organizational culture (X₁), motivation (X₂) and training (X₃) on performance (Y) is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0,754 + 0,254X_1 + 0,436X_2 + 0,254X_3$$

Based on the multiple regression equation, the following conclusions can be explained:

1. Constant (a) of 0.754, means that if all independent variables (organizational culture, motivation, and training) are zero (0), then the dependent variable (performance) is 0.754.
2. The variable value of organizational culture is 0.254, indicating that organizational culture has a positive coefficient direction on performance. This means that if the organizational culture rises, then performance will rise. Conversely, if the organizational culture goes down, then the performance will go down.
3. Motivation variable gets a value of 0.436, this shows that motivation has a positive coefficient direction on performance. This means that if motivation goes up, then

performance will go up, on the contrary if Motivation goes down, then performance will go down.

4. The training variable gets a value of 0.254, this shows that the training has a positive coefficient direction on performance. This means that if the training goes up, the performance will go up, on the contrary if the training goes down, then the performance will go down.

Hypothesis Test Results

Simultaneous significance test (F-test) is used to find out whether or not the influence of independent variables together (simultaneously) on the dependent variable. The hypothesis used in this study, namely:

H_0 : There is no significant role between organizational culture, motivation, and training, simultaneously in improving the performance of Bappeda employees in West Java Province.

H_1 : There is a significant role between organizational culture, motivation, and training, simultaneously in improving the performance of Bappeda employees in West Java Province.

The criteria in determining significance are as follows:

- 1) If $F_{\text{count}} \geq F_{\text{table}}$ or $\text{sig} < 0.05$, then H_0 is rejected, H_1 is accepted.
- 2) If $F_{\text{count}} < F_{\text{table}}$ or $\text{sig} > 0.05$, then H_0 is accepted, H_1 is rejected.

**Table 7. Simultaneous Hypothesis Test Analysis
(Test F) ANOVAb**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	813.548	3	271.183	47.682	.000a
Residual	312.802	55	5.687		
Total	1126.350	58			

a. Predictors: (Constant), Organization Culture (X1), Motivation (X2), Training (X3),

b. Dependent Variable: Performance (Y)

Source: Questionnaire data processing results, 2018

Based on table 7 above, it is known that the value of F_{count} is equal to 47.682 with a significance value (sig.) Of 0.000. The F_{table} with $df_1 = 3$ and $df_2 = 59 - 3 - 1 = 55$ is 2.77. This shows that $F_{\text{count}} (47,682) > F_{\text{table}} (2,77)$ or $\text{Sig} (0,000) < 0.05$. Based on these provisions it can be seen that H_0 is rejected and H_1 is accepted. This shows that there is a significant influence of organizational culture, motivation and training simultaneously on the performance of Bappeda West Java Province employees.

Partial Test (t-test), used to find out whether partially the independent variable significantly influences the dependent variable.

Table 8. Partial Hypothesis Test Results Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.754	1.946		.387	.700
Organizational Culture (X1)	.254	.092	.282	2.754	.008
Motivation (X2)	.436	.126	.371	3.456	.001
Training (X3)	.254	.105	.303	2.430	.018

Dependent Variable: Performance (Y)

Source: Questionnaire data processing results, 2018

Hypothesis testing the influence of organizational culture on employee performance in Bappeda, West Java Province

H_0 : There is no significant influence of organizational culture on the performance of Bappeda employees in West Java Province.

H_1 : There is a significant influence of organizational culture on the performance of Bappeda employees in West Java Province.

The criteria in determining significance are as follows:

- 1) If $t_{count} \geq t_{table}$ or $sig < 0,05$, then H_0 is rejected, H_1 is accepted.
- 2) If $t_{count} < t_{table}$ or $sig > 0,05$, then H_0 accepted, H_1 rejected.

Based on the table above, to test the hypothesis of the influence of organizational culture on the performance of Bappeda's employees in West Java Province, it is known that the value of t_{count} is 2.754 with a significance value (sig.) Of 0.008. The t_{table} ($df = 59-3 = 57$) is 2.002. This shows that $t_{count} (2,754) > t_{table} (2,002)$ or $Sig. (0.008) < 0.05$ ($\alpha = 5\%$). Based on these conditions it can be seen that H_0 is rejected H_1 is accepted. That means, there is a significant influence of organizational culture on the performance of West Java Province Bappeda employees.

Hypothesis testing the influence of motivation on the performance of Bappeda's employees in West Java Province.

Based on table 8 above, using the same provisions and criteria, to test the hypothesis of the influence of motivation on the performance of Bappeda's employees in West Java Province it is known that the t_{count} value is 3.456 with a significance value (sig.) Of 0.001. The t_{table} ($df = 59-3 = 56$) is 2.002. This shows that $t_{count} (3,456) > t_{table} (2,002)$ or $Sig. (0.001) < 0.05$ ($\alpha = 5\%$). Based on these conditions it can be seen that H_0 is rejected H_1 is accepted. That is, there is a significant influence of motivation on the performance of Bappeda employees in West Java Province.

Hypothesis testing the effect of training on the performance of Bappeda employees in West Java Province.

Based on table 8 above, with the same provisions and criteria as the two variables above, to test the hypothesis of the effect of training on the performance of Bappeda's employees in West Java Province it is known that the value of t_{count} is 2.430 with a significance value (sig.) of 0.018. The t_{table} ($df = 59-3 = 56$) is 2.002. This shows that t_{count} (2,430) > t_{table} (2,002) or Sig. (0.018) < 0.05 ($\alpha = 5\%$). Based on these conditions it can be seen that H_0 is rejected H_1 is accepted. That means there is a significant influence of training on the performance of Bappeda employees in West Java Province.

Discussion of Research Results

On average, the organizational culture in Bappeda in West Java Province is included in the good category. Of the ten indicators, one indicator included in the category was very good, namely creative and innovating. All four indicators fall into the good category, but are above the average value, namely: "freedom to complete tasks in a different style from the direction of the leader"; "Conduct analysis and attention to work details"; "Work activities are formed in teams rather than individuals"; and "being aggressive in competing positively". Four indicators are categorized as good but are still below the average value, namely: "careful in completing work"; "Consideration of the effect of each policy on West Java Bappeda employees"; "Encourage employees to always be competitive with other employees"; "The emphasis is on maintaining the workings that currently exist". One indicator included in the category is quite good, namely "leaders focus more on results than on the techniques and processes used to complete workers.

Employee motivation in Bappeda in West Java Province is measured into 6 indicators which are divided into several categories. Indicators that fall into either category are shown by indicators of Protection, Received by others, and Recognition from others with the statement "West Java Bappeda Employees are never threatened by anyone while working at Bappeda "; "West Java Bappeda employees can socialize well between fellow employees and leaders"; and "The leadership needs employees to help with their work".

Whereas indicators that are included in the good category but below the average are indicated by indicators of basic life needs, guarantee of physical needs are met, and the desired achievement with the statement "The incentive system provided by the organization to West Java Bappeda employees increases employee work motivation"; "Bappeda has provided adequate facilities to support the work of employees"; and "West Java Bappeda employees have been satisfied with the work achievements achieved so far.

Training is measured into 8 indicators divided into several categories. Indicators that fall into either category are shown by indicators Spirit of training, In accordance with the objectives of the training, the latest material and how to present with the statement "Training participants are eager to attend training"; "The material provided is in accordance with the objectives of the training"; "The material provided is the most recent"; "The training method chosen for the participants matches the material provided".

Indicators that are categorized as good but below average are shown by indicators of adequate qualifications, according to the requirements and fulfillment of organizational needs with the statement "Instructor qualifications are sufficient in providing training"; "Training participants according to the requirements set by the organization"; and "Training participants according to the requirements set by the organization".

Employee Performance

Employee performance as measured by 7 indicators, an average value of 77.5. Four indicators are categorized as well above the average, indicated by indicators of Fulfillment of results in numbers, work activity cycles, maximizing capabilities and responsibilities with the statement "The work volume of West Java Bappeda employees produce in accordance with predetermined standards"; "West Java Bappeda employees carry out the same routine tasks every year"; "West Java Bappeda employees have maximized their ability to complete work" and "West Java Bappeda employees have responsibility for the tasks assigned by the leadership".

As for the indicators included in the good category but below the average indicated by the indicators Optimal work results, in accordance with the time and use of HR with the statement "The work of West Java Bappeda employees have reliable quality"; "All West Java Bappeda employees can complete the work provided in a timely manner" and "The leadership always chooses competent human resources in completing work".

The Role of Organizational Culture in the Context of Improving the Performance of BAPPEDA Employees in West Java Province

Partially there is a significant role of organizational culture in the framework of improving the performance of Bappeda employees in West Java Province. This shows that if the value of organizational culture increases, employee performance will increase. Conversely, if the value of organizational culture decreases, employee performance will decline.

The results of this study are in line with Tierney's theory cited by Djokosantoso (2003: 42) that the better the quality of the factors contained in organizational culture the better the performance of the organization. This research is also in line with previous research conducted by Nurjanah (2008) which states that there is a positive influence between Organizational Culture and Employee Performance. In line with Nurjanah, in her journal Winardi, et al (2011) stated that organizational culture has a positive influence on performance.

The Role of Motivation in the Context of Improving the Performance of BAPPEDA Employees in JABAR Province

The analysis shows that there is a significant motivation role in the framework of improving the performance of West Java Province Bappeda employees.

This shows that if motivation increases, employee performance will increase, conversely if motivation decreases, employee performance will decrease.

The results of this study are in line with the results of previous studies conducted by Suharto and Cahyono in Siswan (2015), the effect of work motivation on performance shows a positive and significant relationship. Likewise, research conducted by Alvin Arifin, Djamhur Hamid and M. Soe'oad Hakam (2014), states that motivation provides a significant effect on employee performance on CV. Maturity Chess Manunggal.

The Role of Training in the Context of Improving Employee Performance of BAPPEDA Province JABAR

There is a significant training role in the framework of improving the performance of Bappeda employees in West Java Province. This shows that if the value of training increases, employee performance will increase, conversely if the value of training decreases, employee performance will decrease.

The results of this study are in line with previous research conducted by Ardiansyah, M. Al Musadieg and Ika Ruhana (2014), the results showed that training had a positive and significant effect on employee performance at the Research and Development Department of PT. Gatra Mapan Malang. Likewise, research by Leonardo Agusta and Eddy Madiono Sutanto (2013) proves that training has a positive and significant effect on employee performance at CV Haragon Surabaya.

The Role of Organizational Culture, Motivation, and Training, in the context of Improving the Performance of BAPPEDA Employees in Jawa Barat Province

Simultaneous hypothesis test results indicate that there is a significant role of organizational culture, motivation and training simultaneously in order to improve the performance of Bappeda employees in West Java Province. The results of the coefficient of determination indicate that organizational culture, motivation and training play a role in increasing performance by 72.2%, while the remaining 27.8% is the role of other factors not examined in this study.

Based on multiple regression analysis, organizational culture, motivation, and training, the performance obtained by the equation $Y = 0.754 + 0.254X_1 + 0.436X_2 + 0.254X_3$. This provision shows that organizational culture has a positive coefficient direction on performance, meaning that if the culture of the organization goes up, then the performance will go up, on the contrary if the culture of the organization goes down, then the performance will go down. This also applies to the Motivation variable, ie if motivation rises then performance will rise, conversely if motivation falls then performance will decrease. Likewise with training, if training goes up then performance will go up, on the contrary if training goes down then performance will go down.

The equation above shows that Motivation variable has a dominant role in the framework of improving employee performance because it has the greatest beta value.

CONCLUSION AND SUGGESTION

Conclusion

The organizational culture in Bappeda, West Java Province is already good in the element of innovation, dare to take risks, conduct analysis, organizational cooperation and aggressive, but still lacking in several ways, namely: (1) Accuracy in completing work; (2) The final result is paid more attention than the completion process; (3) Policies towards employees are still not very positive; (4) Encouragement to be competitive among employees; (5) maintaining current ways of working.

The motivation of Bappeda West Java Province employees has been good in the element of protection, acceptance by others, and recognition by others, but it is still lacking in several respects, namely: (1) The incentive system provided to employees; (2) facilities to support employee work; (3) Employee satisfaction with work performance has been achieved.

Training at the Bappeda of West Java Province has been good on the element of enthusiasm for training, training methods, the latest training materials and ways of presentation, but apparently still lacking in a number of things such as: (1) Instructor qualifications to provide training; (2) Training participants' requirements are still not appropriate; (3) The material given does not meet the needs of the organization.

The performance of Bappeda's employees in West Java Province has been good in terms of the quantity of work, the work cycle, maximizing ability and responsibility, but in fact it is still lacking in a number of things such as: (1) The quality of employee work is not reliable; (2) Completion of work is not timely; (3) HR selection does not match the type of work given.

Organizational culture, motivation and training play a positive and significant role in improving employee performance. Partially, motivation has the biggest role, followed by organizational culture, then training, in improving the performance of Bappeda employees in West Java Province.

Suggestion

Based on the conclusions above, the author presents suggestions for improvement as follows:

To improve the elements of organizational culture that are lacking include: (1) The leader provides an example to be more careful in completing work; (2) The process of completing work needs to be considered apart from the final results to be achieved; (3) Making policies that pay more attention to employees at work; (4) Leaders communicate more often to encourage them to be competitive with other employees; (5) Adjustments are needed to work with more modern and information technology-based systems.

Needs to be improved in the elements of lack of motivation include: (1) making an incentive system policy in accordance with the workload; (2) adding facilities to support employee work; (3) awarding and bonuses for employee performance. Improving the elements of training that are lacking include: (1) establishing training instructor qualification standards; (2) providing socialization related to the requirements of

training participants; (3) evaluating the material first before the material is given, so that the material provided can support organizational performance.

To improve the element of lack of performance, it is recommended to: (1) apply ISO as an employee's work standard; (2) carrying out work according to schedule and prioritizing work; (3) mapping out HR expertise so that employees can position according to the type of work.

Of the three variables namely organizational culture, motivation, and training, motivation plays the biggest role in improving employee performance. So, it is recommended to give priority to efforts to increase motivation, which is more to encourage elements of incentives, facilities and rewards to employees so as to improve employee performance on the elements of work quality, timeliness of completion of work, and employee competence.

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