

Motivation: Competence Analysis and Organizational Culture (Study on Urban Village in Bekasi City)

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Abstract: This study aims to analyze the influence of competence and organizational culture on motivation. The design of this research is quantitative by using survey method. The population of this study are all sub districts and their devices scattered in 12 districts in Bekasi City and identified 56 urban villages and 224 urban village. Determination of the number of samples refers to the distribution of cluster-based areas that are scattered based on the existing sub-districts in the city of Bekasi. Assuming that each urban village will be taken by 4 respondents, 1 urban village and 3 head of affairs, the total sample area is $35: 4 = 140$ urban villages expressed as sample area. This research uses multiple linear regression analysis technique. SPSS 21.00 analysis tool. The result of this research is that Competence and Organizational Culture have positive and significant effect to Motivation. There are still other factors that influence motivation apart from the two variables of Competence and Organizational Culture.

Keywords: Competence, Organizational Culture, and Motivation

INTRODUCTION

Urban village as the closest government organization and directly related to the community is the spearhead of the success of urban development, especially the regional autonomy, where the urban village will be directly involved in the planning and control of development and service. It is said to be the spearhead because the village is directly opposite the community, therefore the urban village must be able to be a place for the community to channel or forward those aspirations and wishes to the competent party to be followed up. Besides, the role of the sub-village bridges government programs to be socialized to the community so that it can be understood and supported by the community.

In implementing the empowerment of the village government first see all the possible factors that exist, whether the opportunities, opportunities and challenges and obstacles of what is in this era of autonomy and empowerment that will be made must also be able to answer and fulfill the will of the community in the urban village that require servants Optimal to create a condition that describes the good governance of urban village in Bekasi. Therefore, government officials, especially urban village officials who have motivation, competence, responsive and innovative, discipline, commitment and responsibility and accountability in performing their duties and functions as an element of service to public organization. This is very important for bureaucrats in the implementation of mission tasks in order to realize

the goal toward success, namely in the form of fulfillment needs and desires of society.

In an effort to achieve these goals then of course the organization requires employees who have high work motivation. An organization or a boss needs to understand what factors can be used to motivate employees. By knowing the factors that affect the employee's work motivation, the organization or a boss can know what the employee wants. Attitude of a boss should be able to provide motivation to subordinates for employees to cooperate in the achievement of a goal, the stimulus is a form of motivation that can be given to each employee for the employees work better and responsible. Such stimuli can at least satisfy some of the needs of employees, in the form of material and non-material needs. With the fulfillment of the needs of employees is an advantage for the organization in terms of employees' sense of pride in the organization in which employees work, feelings of pleasure employees to work so as to reduce the saturation in work and the sympathetic employee to the organization's leader otherwise if an employee feels the need can not Fulfilled, then this will affect the organization. Thus, to foster high motivation of employees, organization or a leader must be able to respond quickly to changes in attitudes that may occur from the employees and the motivation of what he created.

Garavan *et al* [1] describes motivation as the ability to perform the tasks assigned. Competence is conceptualized on two levels. First, the individual

manifested in knowledge, skills and attitudes. Second, organizational reflection of databases, technologies, processes and procedures. Lesser et al in Pramono, R [2] suggests a close relationship between competence and motivation. A person with high competence will tend to have a high motivation in doing the job.

Competence is the ability and willingness to perform a task with effective performance. This conception is consistent with what Armstrong [3] has said, that competence is the knowledge, skill and quality of the individual to achieve the success of his work. Furthermore, Ruky (2003) quotes Spencer & Spencer from the Hay & Mac consultant group that competence is an underlying characteristic of an individual that is casually related to a criterion-referenced effective and/or superior performance in a job or situation. The basis of a person who influences the way he thinks and acts, and makes generalizations about all situations encountered, and survives long enough in human beings). The Jakarta Consulting Group (Susanto, 2002) provides the limitation that competence is any form of embodiment, expression, and representation of motives, knowledge, attitudes, main behaviors in order to be able to perform the job very well or distinguish between average performance and superior performance. This approach is viewed from an individual point of view.

In addition, as for other factors related to the organization that can affect one's work motivation is organizational culture. This is put forward by Harris and Mossholder [4] argued that, motivation is influenced by organizational culture. In addition [5] also concluded that organizational culture is found as a very important determinant to improve one's motivation level. A strong organizational culture makes it possible to increase one's motivation. As a result, it leads to improved performance. The results of this study indicate that the organizational culture created by the leader will affect the strategic application and performance.

Organizational culture is a habit that is repeatedly done by employees in an organization, violation of the habit there is no strict sanctions, but from the organizers have morally agreed that the habit is a habit that must be adhered to in order to execute the work to achieve goals. Culture can be useful in an organization when each employee needs a brainstorming suggestion from a colleague, but the culture will be bad if the officer in the institution expresses their opinion because the employee can work alone without the help of others [6]. Clarified by Shili Sun (2008) that the concept of organizational culture is a basic assumption pattern of learning groups such as solving problems by using integrated external and internal adaptations, which have worked well enough to

teach new members the right way to see, think and feel In relation to the matter.

Based on the background and the problem then the goal to be achieved from this research is:

1. Analyzing the influence of competence on motivation partially.
2. Analyzing the influence of organizational culture on motivation partially.
3. Analyzing the influence of competence and organizational culture on motivation simultaneously in urban village in Bekasi City Region.

LITERATURE REVIEW

Motivation

Motivation of work is something that gives rise to encouragement or morale or in other words "morale booster" [7]. Mc Shane and Von Glinow [8] argue that motivation begins with the desire to meet the needs of the individual. To meet those needs there is a drive of behavior within the individual to achieve a certain goal. Furthermore, Luthans [9] views Motivation as a process starting from a person's psychological weakness, and to cover up the weakness a person improves my behavior in order to achieve the goal. Motivation consists of three elements and interacts with each other: 1) needs, 2) drives, and 3) incentives.

George R.Terry Leslie W. Rue [22] argues that the motivation of work makes someone finish the job with passion, because the person wants to do it. Wibowo [10] say work motivation is a boost to a series of processes of human behavior on achievement of goals. Robbins [11] argues that motivation is defined as the willingness to expend high levels of effort for organizational goals, conditioned by the ability to meet individual needs. When a person is motivated, then someone will try his best and besides it must be considered also the quality and effort it and the intensity.

In his theory, Maslow argues that if the needs at the lower levels have been met, then there will be other higher needs that must be met. In detail the five basic human needs that shape the hierarchy of needs are:

1. Physiological needs, namely the need for continuing life such as eating, drinking, housing, sleeping and so on.
2. Security needs, ie the need for safety and protection from harm, threats and deprivation or dismissal from work.
3. Social needs, namely the need for love and satisfaction in relationships with others, satisfaction and feeling of belonging and received in a group, a sense of kinship and friendship.
4. Needs appreciation, namely the need for status and

position, self-respect, reputation and achievement.

5. Needs self-actualization, namely the needs of self-fulfillment, to use self potential, self-development as much as possible, creativity and finish.

Based on the results of his research Herzberg [12] concluded that there are two groups of factors that affect one's work motivation in the organization are:

- 1) Factors motivators or satisfiers, Factors that have influence to improve job performance or job satisfaction, such as achievement, rewards, responsibilities, progress and improvement. In other words the human touch factor through pleasure / love and unhappy / love work and can increase and decrease work productivity.
- 2) Good Climate Factor or Maintenance. The factor needed to maintain the lowest level is "the absence of dissatisfaction". These factors include salary / wages, job security, working conditions, and status. In other words that touches humans through satisfaction and dissatisfaction in their work, because it concerns the work environment.

From the description above can be concluded that a boss needs to understand what factors can be used to motivate employees. By knowing the factors that affect the employee's motivation, then a boss can know what the employee wants. Attitude of a boss should be able to provide motivation to subordinates for subordinates to cooperate in the achievement of a goal, the stimulus is a form of motivation that can be given to every employee to want to work better and responsible. Such stimuli can at least satisfy some of the needs of employees, in the form of material and non-material needs. With the fulfillment of the needs of employees is an advantage for the organization in terms of:

- 1) Employee pride in the organization in which the employee works.
- 2) Employee happy feeling towards the job so as to reduce the saturation in work.
- 3) The sympathetic sense of the employee to the organization otherwise when an employee feels the need can not be met, then this will affect the organization.

Competence

Competence is the basic characteristic of a person who makes it possible to produce superior performance in his work [13]. The meaning of competence contains a deep and inherent personality portion of a person with predictable behaviors in different circumstances and work tasks. The prediction of who performs well and less well can be measured from the criteria or standards used. Competence analysis is largely devoted to career development, but determining the level of competence is required to determine the effectiveness of expected levels of performance.

According to Boulter [13] the level of competence is as follows: Skill, Knowledge, Self concept, Self Image, Trait and Motive. Skill or skill is the ability to perform a task well. Knowledge is information that a person has for a specific field. Social role is the attitudes and values a person has and highlighted in society (self-worth expression). Self image is a person's view of self, brand identity.

Skill and knowledge competence tends to be more visible and relative on the surface (tip) as characteristic of human being. The competence of knowledge and expertise is relatively easy to develop, for example with training programs to improve the level of human resource capability. While the motives of competence and trait are on someone's personality, so it is quite difficult to be assessed and developed. One of the most effective ways is to choose these characteristics in the selection process.

Based on the above description can be concluded that the competence is the ability and willingness to perform a task with effective performance. This conclusion is consistent with what Armstrong [3] has said, that competence is the knowledge, skill and quality of the individual to achieve the success of his work.

Competence is the ability and characteristics possessed by a person in the form of knowledge, skills and attitudes required in the implementation of job duties, so that tasks and positions performed professionally, effectively and efficiently. In general, the competence is more emphasis on productive behavior that must be owned and exhibited by someone in carrying out a job in order to excel in the work [14]. Factors that support the competency standard are:

- a. Knowledge and skills to perform a task in normal conditions at work.
- b. Ability to transfer and apply skills and knowledge to different situations and environments.
- c. Standards competence is meaningless if it only consists of the ability to complete the task / work alone, but based also on how and why the task is done.

According to Wyatt in Ruky (2003) competency is a combination of skills, knowledge, and attitude that can be observed and applied critically to the success of an organization and job performance as well as personal contribution of employees to the organization.

Measurement of competence is the process of comparing the required job competence with the competence of the employee or the holder of office (Head of BKN Decree Number 46A Year 2003).

Measurement of this competency aims to obtain data or information that can be used as evidence indicating whether the holder of the position to meet or not meet the minimum competencies required to carry out their duties.

Organizational Culture

Organizational culture is the norm and values that direct the behavior of members of the organization [15]. Denison, [16] Organizational culture is the values, beliefs and basic principles that form the basis for systems and management practices and behaviors that enhance and reinforce these principles. Organizational culture is a system of trust and value developed by organizations where it guides the behavior of members of the organization itself [17]. While Robbins [18] organizational culture is a system of shared meanings within an organization that determines in a higher level how the employees act. Organizational culture is a system of values that all members of the organization believe and are studied, implemented and developed continuously that function as a whole system and can be used as a reference to behave in the organization to create organizational goals that have been set (Djoko Santoso, 2003).

McKenna, et al., Argues that strong culture underpins key aspects of organizational functioning in terms of efficiency, innovation, quality and supports appropriate reactions to familiarize them with events, because the prevailing ethos accommodates resilience (Santoso, 2002).

Thus, the broader organizational culture is a basic assumption pattern that is discovered, explored and developed by a group of people as the experience of solving the problem. The adjustment of external factors and internal integration goes so meaningfully that it is necessary to be taught to new members to have them Perceptions, thoughts and feelings in the face of organizational problems. That by culture can be a value, concepts, habits, feelings taken from the basic assumptions of an organization that is then internalized by its members. Can be a direct behavior when faced with problems or in the form of a distinctive character that is an academic image that can support a sense of pride in the profession that persistent. The learning environment itself is very supportive of imaging outside the organization, so it can look a culture will affect the forward and retreat of an organization. A professional character and strong culture will increase its performance in the organization and simultaneously improve its image.

Organizational culture has a number of characteristics. Luthans [15] identifies six important characteristics as follows: a) Observed behavioral regularities, when organizational participants interact

with one another they will use the same language, terminology and rituals that relate to respect and ways of acting ; b). Norms, existing standards of conduct include guidelines on how much work should be done and what actions are allowed and should not be done, c) Dominant Values, there are a number of key values that organizations recommend and expect members of the organization to Donate. For example high product quality, low attendance and high efficiency; d) Philosophy, there are a number of policies that express organizational beliefs about how employees or customers are needed; e) Rules, there are a number of definitive bombings that deal with progress or good relationships within the organization; f) Organizational climate, ie there is an overall feeling brought by the members of the organization interact and the way the members of the organization treat themselves against the customer and other outside parties.

According to Robbins [18] states there are seven dimensions of organizational culture as follows: 1) innovation and risk is the level where employees are encouraged to be innovative and risky; 2) attention to detail is the level at which employees are expected to display accuracy, analysis and attention to detail; 3) outcome orientation is the degree to which managers focus on results rather than on the techniques and processes used to achieve those results; 4) orientation to humans is the degree to which management decisions account for the effect of human outcomes within the organization; 5) team orientation is the degree to which work activities are organized around teams rather than individuals; 6) Aggressive is the degree to which people are aggressive and competitive rather than friendly and cooperate; 7) Stability is the degree to which organizational activities emphasize the effort to maintain the status quo instead of growth.

Meanwhile, according to Denison [16], argued that there are four integrative principles about the interrelationships between organizational culture and the effectiveness of the company's work. These four principles are named as the four main traits concerning involvement, consistency, adaptability, and mission.

Conceptual Framework

Motivation of work is something that gives rise to encouragement or morale or in other words "morale booster" [7]. Motivation is defined as the willingness to expend high levels of effort for organizational goals, conditioned by the ability of that effort to meet individual needs [11]. Garavan *et al* [1] describes motivation as the ability to perform the tasks assigned.

Lesser et al in Pramono, R [2] suggests a close relationship between competence and motivation. A person with high competence will tend to have a high

motivation in doing the job. Competence is the ability and willingness to perform a task with effective performance. This conception is in accordance with what Armstrong [3] says, that competence is the knowledge, skill and quality of the individual to achieve the success of his work.

Ruky (2003) cites Spencer & Spencer from the Hay & Mac consultancy group that competence is a basic characteristic of a person that influences the way of thinking and acting, and generalizes to every situation, and endures long enough in human beings. The Jakarta Consulting Group (Susanto, 2002) provides the limitation that competence is any form of embodiment, expression, and representation of motives, knowledge, attitudes, main behaviors in order to be able to perform the job very well or distinguish between average performance and superior performance. This approach is viewed from an individual point of view.

In addition, as for other factors related to the organization that can affect one's work motivation is organizational culture. This is put forward by Harris and Mossholder [4] argued that, motivation is influenced by organizational culture. In addition [5] also concluded that organizational culture is found as a very important determinant to improve one's motivation level. A strong organizational culture makes it possible to increase one's motivation. As a result, it leads to improved performance. The results of this study indicate that the organizational culture created by the leader will affect the strategic application and performance.

Based on the research objectives and literature review described in the previous chapter, the conceptual framework of the study refers to relevant theories and previous research, in this case focused on the linkage of competence factors and organizational culture to the performance of urban village located in the area of Bekasi City.

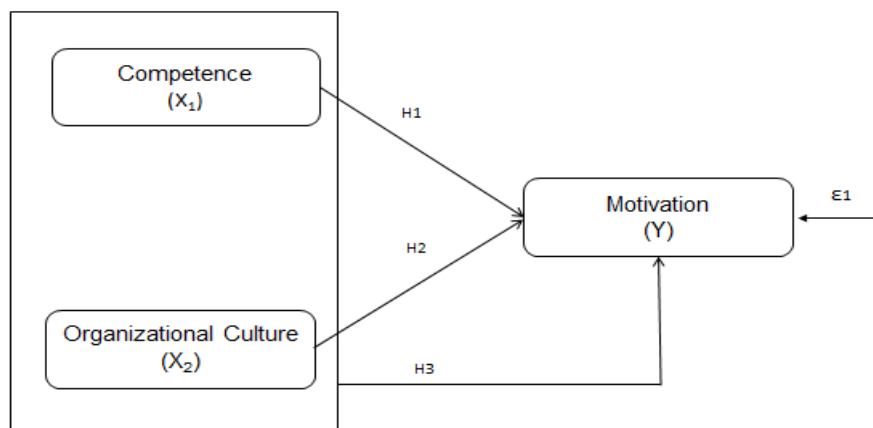


Fig-1:
Conceptual Framework

Research Hypothesis

Pursuant to research purpose hence this research hypothesis is:

1. Competence affects partial motivation.
2. Organizational culture affects partial motivation.
3. Competence and organizational culture affect simultaneous motivation at Urban Village in Bekasi City Region.

METHODS

The unit of analysis of this research is the entire urban village and its devices spread in 12 districts in Bekasi City Region and identified 56 urban villages and 224 urban village devices. Determination of the number of samples refers to the distribution of cluster-based areas that are scattered based on the existing sub-districts in the city of Bekasi. Assuming that each urban village will be taken by 4 respondents, 1 urban village

head and 3 head of affairs, the total sample area is 35: 4 = 140 urban villages expressed as sample area. Quantitative analysis method, with multiple linear regression analysis, equation $Y = a + b_1.X_1 + b_2.X_2 + e$, where Y is the motivation variable, b₁ and b₂ coefficient of competence variable (X₁) and organizational culture (X₂). SPSS version 21.0 application data analysis tool.

After analyzed by multiple linear regression, followed by test of determination analysis (R Square), partial test of hypothesis (t test) and simultaneous (F test) with 5 percent error tolerance level. Before multiple linear regression process in the first test instrument (questionnaire) with validity and reliability test and classical assumption.

RESULTS AND DISCUSSION

Result

In general the choice of respondents to the questionnaires distributed in urban villages in the City Region of Bekasi responded agree and strongly agree on the items of the questionnaire. This shows that the competence, organizational culture and work motivation of employees in urban village in Bekasi City Region has been run in accordance with the perception of respondents.

Based on the analysis results obtained that:

- 1) The description of competence variables based on responses of 140 respondents is more likely to agree that the competencies possessed by the urban village employees in the Bekasi City Region. Where the respondent's assessment is aimed at aspects of character, attitudes and values, skills, and knowledge attached to the employees.
- 2) In general, the respondents agreed that the organizational culture in urban village in Bekasi City Region has been formed conducive, it is concluded on the respondent's answer that on average expressly agree on the aspect asked related to employee involvement, consistency, and adaptation and mission.
- 3) In general, respondents agreed that the work

motivation of the urban village employees in Bekasi City Region is relatively high. The respondent's attitude is based on the statement on the aspect of achievement needs, power needs and the need for affiliation from the urban village employees.

The results of the interpretation of the summary model, Coefficients, and Anova on the output of quantitative analysis of Multiple Linear Regression as below.

A good multiple linear regression equation model can be passed to the next analysis which meets the requirements of classical assumptions, including all normal distributed data, no correlation between independent variables via multicollinearity test and the model must be free from heterocedasticity. From the previous analysis it has been proved that the equation model proposed in this study has met the requirements of the classical assumption so that the equation model in this research is considered good. Multiple linear regression analysis is used to test the partial and simultaneous hypothesis of independent variables on the dependent variable. Based on multiple linear regression coefficients with SPSS 21.0 program obtained results such as Table 1 below:

Table 1: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.763	3.944		5.265	.000
	Competence_X1	.227	.072	.248	3.132	.002
	Organizational_Culture_X2	.440	.072	.482	6.085	.000

a. Dependent Variable: Motivation_Y

Source: Output SPSS under 21.00

From table 1 above we get the result of multiple linear regression equation: $Y = a + b_1.X_1 + b_2.X_2 + e = 20.763 + 0.227.X_1 + 0.440X_2 + e$. Description: Y = Motivation; X₁ = Competence, and X₂ = Organizational Culture. From this equation can be interpreted: 1) Competence variable and organizational culture have direction coefficient which marked positive to motivation; 2) Constant value of 20.763 indicates if the competence and culture of the organization is constant or fixed, then the value of employee work motivation of 20.763; 3) The value of regression coefficient of variable competence to work motivation variable is 0.227 means that if the competence of employees increased by one unit, it will increase the employee's motivation value of 0.227, or in other words if the competence of employees can be

increased the quality of 100 scale, then it Will be followed by an increase in employee work motivation of 100 scales; 4) The value of regression coefficient of organizational culture variable to work motivation variable is 0,440 meaning that if organizational culture is increased by one unit, it will increase employee motivation value equal to 0,440, or in other words if organizational culture can be increased its quality equal to 100 scale, hence thing It will be followed by an increase in employee work motivation of 100 scale.

Results of Determination Analysis (R²).

To see how big contribution of competence variable (X₁) and organizational culture (X₂) to work motivation (Y) can be seen from coefficient of determination value R² as seen in Table 2 below:

Table 2: Model Summary

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.659 ^a	.434	.426		4.724

a. Predictors: (Constant), Organizational_Culture_X2, Competence_X1

Source: Output SPSS under 21.00

The R value of 0.659 shows the double correlation (competence and organizational culture) with motivation. Considering the variation of R Square value of 0.434 indicating the role or contribution of competence variable and organizational culture able to explain the variable of work motivation by 43,4% and the rest 56,6% influenced by other factor not revealed in this model.

Hypothesis testing aims to explain the characteristics of specific relationships or differences between groups or the independence of two or more factors in a situation [19]. The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

Partial Effect Test Result (t test) and Simultaneous Influence (F Test)

Table 3: Test Result t (Partial)

Model		t	Sig.
1	(Constant)	5.265	.000
	Competence_X1	3.132	.002
	Organizational_Culture_X2	6.085	.000

Source: Output SPSS under 21.00

From Table 3 above with the obtained t count variable X_1 of 3.132, because the value of t arithmetic > t Table (3.132 > 1.656) then H_0 rejected and H_1 accepted, meaning that there is partially significant influence of competence on work motivation. In addition, to test based on significance test, it can be seen from the output significance of 0.002, because the level of significance is more < 0.05 (0.002 < 0.05) it can be concluded that the competence affects employee motivation in Urban village in Bekasi City Region. Thus the first hypothesis is proved and accepted.

(6.085 > 1.656) then H_0 rejected, meaning partially there is significant influence of organizational culture on work motivation. In addition to test based on significance test, can be seen from the significance output of 0.000, because the level of significance is much more < 0.05 (0.000 < 0.05) it can be concluded that organizational culture affect the employee's motivation in Urban village in Bekasi City Region. Thus the second hypothesis is proven and acceptable.

Furthermore, in Table 3 above obtained the number t arithmetic organizational culture variable (X_2) of 6.085, because the value of t arithmetic > t Table

To answer the third hypothesis that competence and organizational culture affect the motivation of work simultaneously can be seen from Table 4 below.

Table 4: Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2349.274	2	1174.637	52.629	.000 ^b
	Residual	3057.719	137	22.319		
	Total	5406.993	139			

a. Dependent Variable: Motivation_Y
 b. Predictors: (Constant), Organizational_Culture_X2, Competence_X1

Source: Output SPSS under 21.00

From Table 4 above (anova table) obtained F count of 52,629 is greater than F table 3.06 (52.629 > 3.06) and a significant value of 0.000 is smaller than 0.05 (0.000 < 0.05). Then the hypothesis zero (H_0) is rejected and Hypothesis alternative (H_1) accepted, meaning there is a significant influence of competence variable (X_1) and organizational culture (X_2) on work motivation (Y) simultaneously (simultaneously) in Urban village in Bekasi City Region. Thus the third hypothesis is proved and acceptable.

DISCUSSION

Based on the results of research then it can be continued with the discussion as the next.

1. Competence with character indicators, attitudes and values, skills, and knowledge affect work motivation partially with indicators of achievement needs, power needs, and affiliate needs. This means that the higher the competency possessed by someone tend to have a high motivation in running the job. This is in accordance with the opinion expressed by Lesser et al in Pramono, R [2] which concludes the existence of a close relationship between competence and motivation. Competence for the leadership of the village is also indispensable in a good governance bureaucracy, this is in line with Ruky (2003) which states that competence is needed as something or basic characteristic of a person that influences the way of thinking and acting, generalize to all situations encountered, and survive enough Long in man. Thus, members of the urban village bureaucracy, especially the leadership must have good character, attitudes and values that deserve to be emulated, have the skills and knowledge.
2. Organizational culture with indicators of engagement, consistency, adaptation and mission affect work motivation partially with indicators of achievement needs, power needs, and affiliate needs. This means a strong organizational culture allows to increase one's motivation. This is put forward by Harris and Mossholder [4] argued that, motivation is influenced by organizational culture. In addition [5] also concluded that organizational culture is found as a very important determinant to improve one's motivation level. A strong organizational culture makes it possible to increase one's motivation. Organizational culture is one important factor in building an organization. Trust, shared values embraced by employees can become an organizational identity and form a shared commitment that can differentiate with other organizations. It can also serve as an explanatory tool in achieving goals and helping to shape the values the organization desires. Schein [20] views organizational culture as a pattern of underlying assumptions shared in an organization, especially in solving the problems faced. These patterns become something definite that is socialized to new members within the organization. Basically organizational culture is a tool to unite every individual who perform activities together to achieve organizational goals. In the framework of achieving the goals of the organization, it should be seen in the operational implementation of how the organizational culture can affect work motivation.
3. Competence with indicators of character, attitudes and values, skills, and knowledge and organizational culture with indicators of engagement, consistency, adaptation and mission

affect work motivation simultaneously with indicators of achievement needs, power needs, and affiliate needs. This means that the better the competencies possessed by employees in carrying out their work and have a strong organizational culture it will be very possible once employee motivation will increase as well. This is in line with the theory put forward by Steers and Richard [21] that links human needs with its organizing activities. Normatively the motivation of one's work departs from the fulfillment of needs.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results and discussion then the conclusions of this study are:

1. Competence with character indicators, attitudes and values, skills, and knowledge affect work motivation partially with indicators of achievement needs, power needs, and affiliate needs. This means that the higher the competency possessed by someone tend to have a high motivation in running the job.
2. Organizational culture with indicators of engagement, consistency, adaptation and mission affect work motivation partially with indicators of achievement needs, power needs, and affiliate needs. This means a strong organizational culture allows to increase one's motivation.
3. Competence with indicators of character, attitudes and values, skills, and knowledge and organizational culture with indicators of engagement, consistency, adaptation and mission affect work motivation simultaneously with indicators of achievement needs, power needs, and affiliate needs. This means that the better the competencies possessed by employees in carrying out their work and have a strong organizational culture it will be very possible once employee motivation will increase as well.

Sugestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

1. Considering that competence has less influence on work motivation of employee, hence better application of work motivation of Urban village in Bekasi City Region should be done more wisely, especially in improving employee competence, such as in placement of employees in urban village should be adjusted with educational background and also adjusted with Field of work of the employees themselves.
2. Need to do research with a relatively larger sample involving organizations from other Governments that can be used as a comparison, so generalization of research results can more represent the condition

of Government in general in Indonesia.

3. Need to consider other variables in improving employee motivation such as job characteristics variable, work climate variables, leadership variables and others.

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