

## **The Influence of Organizational Culture and Motivation on Employee Performance**

**Achmad Tarmizi**

Pemerintah Kabupaten Ogan Komering Ulu  
e-mail: achmadtarmizi780@gmail.com

**Bukman Lian**

Universitas PGRI Palembang  
e-mail: drbukmanlian@univpgri-palembang.ac.id

**Yenny Puspita**

Universitas PGRI Palembang  
e-mail: yenny\_puspitaa@yahoo.com

Article History: Received on 21 October 2021, Revised on 10 November 2021  
Published on 15 November 2021

### **Abstract**

This study focuses on the problem of how the influence of organizational culture and motivation on employee performance of the Ogan Komering Ulu district education office. This research was descriptive quantitative and questionnaire and documentation were used as instruments. The results showed that there was a positive and significant influence between organizational culture and motivation on employee performance partially and simultaneously. It contributes to more concentrate on organizational culture and motivation to improve employee performance.

**Keywords:** Organizational Culture, Motivation, Employee Performance

### **A. Introduction**

An organization is a place for people to work together to achieve their goals, both personal and organizational. Individual differences are common in organizations. Individuals with different perspectives, goals, needs, and abilities will interact with one another (Amir, Syafar, and Kaseng, 2016). While a public sector organization is one that has a relationship with the public interest and the provision of goods or services to the public that is paid for by taxes or other state revenues is governed by law. This public-sector organization offers services to the general public and in the public's interest (Mahsun, 2006).

Organizations must constantly strive to improve employee performance in order to achieve higher goals and to motivate all members to improve their work performance. It is frequently carried out improvement and improvement of human resources of its employees in order to improve employee performance. Employee performance improvement activities, on the other hand, do not always produce the desired results. Even if they already have qualified employees, they may not be able to provide good work results for the company's organization if the employees are still in the circle of less supportive organizational culture and leadership. Employee performance can be determined by the success of an organization's culture and leadership style. Organizational culture can be defined as the values that guide human resources in carrying out their responsibilities as well as their behavior within an organization.

Organizational culture serves several functions, one of which is to facilitate the development of commitment to something larger than individual interests. Employee empowerment in a company is also closely related to organizational culture. The stronger the organizational culture, the more incentive there is for employees to move forward with the organization. A strong leader is one who can determine the direction of the organization he leads, which means he can implement changes to achieve organizational goals and foster an open culture within the organization, foresight, persuasion, and zeal. The first-level leader serves as the group's coach and coordinator. Its primary function is to assist groups in learning to make better decisions and work more efficiently in their roles.

Organizational culture is a very important factor in the organization because it can increase organizational effectiveness and support the achievement of organizational goals. One solution for dealing with increasingly complex challenges is to leverage organizational culture. If organizational culture has been agreed upon as an organizational strategy, it can be used as a tool to improve performance. The empowerment of organizational culture will be a determinant of organizational success in addition to producing quality human resources. As a result, organizational culture has a significant impact on employee performance, which determines an organization's success or failure. While performance is a critical role, without it, the organization is nothing more than a collection of activities with no clear purpose or control. Organizational culture is defined as a set of shared values, beliefs, and key understandings among members that influence work patterns and organizational management patterns.

In theory, organizational culture influences employee performance, where performance is defined as a process level designed to connect organizational goals and individual goals in such a way that both individual goals and organizational goals can be met. Performance is an illustration of the level of achievement of an activity's implementation in realizing the organization's goals, objectives, vision, and mission as outlined in its strategic plan. The success of the performance can be determined by the criteria established by individuals or groups. The benchmark for the success of public sector organizations can be identified based on outcomes that are capable of meeting the community's expectations and needs (Mahsun, 2006).

The impact of good ability, communication, and work skills on quality employee performance is the impact of good ability, communication, and work skills. While the level of success of employees in carrying out their duties and responsibilities is the understanding of employee performance. Employee performance is influenced in general by two factors: internal and external factors. Internal factors are those that originate within the employee, such as motivation. While external factors are those that come from outside the employee, such as organizational culture, internal factors are those that come from within the employee (Ismail and Joon, 2006). Motivation arises in a person as a result of encouragement from others. This motivation will influence a person's performance at work, so motivation affects employee performance. (2016) (Amir, Syafar, and Kaseng). Thus, organizational culture and motivation are two factors that influence employee performance.

Organizational culture refers to the values that emerge in an organization and are used to guide the behavior of its members. The environment in which these employees work influences their behavior, which is formed through organizational culture, where the presence of culture in an organization is expected to improve employee performance (Soedjono, 2005).

Motivation is the provision of individual incentives to act, which causes a person to behave in a specific manner that leads to individual and organizational goals (Murty and Hudiwinarsih, 2012). According to Uno (2007), motivation can be defined as both internal and external encouragement within a person, as evidenced by the presence of; passion and interest; drives and needs; hopes and aspirations; appreciation and respect. Motivation is something that causes a person to act (Howard, 1999). Motivation is the impact of a person's interaction with the situation he faces (Howard, 1999) (Siagian, 2004).

According to the experts' definitions of motivation, motivation is a condition or condition that encourages, stimulates, or moves a person to do something or the activities he does in order to achieve his goals. Motivation develops into a strength, power, or a complex situation and readiness within the individual to move towards a specific goal, both consciously and unconsciously (Makmun, 2003). Intrinsic motivation can be generated and grown by a person, and extrinsic motivation can be generated and grown by the environment (Elliot et al., 2000; Howard, 1999). Intrinsic motivation is defined as the desire to act without external stimulation (Elliott, 2000). Intrinsic motivation will be more beneficial and consistent in learning. Extrinsic motivation is defined as motivation that originates outside of the individual and is uncontrollable by the individual (Howard, 1999). Elliott et al (2000) illustrate it with values, gifts, and/or rewards used to stimulate motivation.

Motivation, for example, is the driving force that ensures the continuity of learning activities and provides direction for learning activities so that the desired goals can be met. As a result, motivation has a significant impact on one's learning outcomes. If a person lacks motivation to learn, he or she will not achieve optimal learning outcomes. To be able to learn well, a good process is required, as well as motivation. Motivating students means moving someone so that he wants or wants to do something.

The author has served as the Head of the Education Office of Ogan Komering Ulu Regency and is familiar with the conditions that existed while on duty there; currently, the researcher is the supervisor of the education office, so the results of the research are expected to further improve the performance of the education office; and currently, the researcher is the Chairman of PGRI Ogan Komering Ulu, who are directly involved in improving the quality of education at Ogan Komering Ulu.

The Education Office of Ogan Komering Ulu has an organizational structure that starts with the Head of the Office, the Head of the Service, the Secretary, 4 (four) Heads of Division, and 15 (fifteen) Heads of Subdivisions/Kasi and has a staff of 74 (seventy three) people, implementing tasks according to their respective duties in daily activities, but there is still saturation and lack of motivation from employees in the service. This can be felt and known by the author while serving as the head of the service in the education office, the saturation that occurs due to the possibility that the routine activities carried out are not varied and lack motivation, as well as a lack of rewards and punishments and a lack of competitive spirit. All efforts made by government agencies to carry out employee work discipline actions will eventually result in improved employee performance.

Efforts to achieve the organization's vision and mission, the organization requires all employees to be able to carry out their duties with high motivation. However, a common issue is that not all employees are highly motivated at work. Wilson (2012), in relation to employee work motivation, states that intrinsic motivation greatly influences a person in developing his

competence, which leads to an increase in his performance. Fahmi (2009) stated the same thing, that in order to increase one's intrinsic motivation, it is necessary to have a leader with good motivational abilities, so that from this encouragement will emerge work passion that can improve the employee's performance. According to this opinion, based on data obtained from initial observations, there is a decrease in employee work motivation. The employee attendance data demonstrates this. Employee absenteeism during office hours or after national holidays continues to be a problem in many government agencies. This suggests that attitudes and culture among civil servants have not matured and become conscious for each individual and collective. Improving civil servant performance must, of course, be oriented toward improving the work culture. This will result in a professional and efficient government apparatus. Employee performance at the Education Office of Ogan Komering Ulu Regency has deteriorated because employees lack expertise in their respective fields of work and have not fully attended training. Work motivation, on the other hand, is subpar.

Based on this government agency's presentation of problems with organizational culture and employee performance, a more in-depth study of the influence of organizational culture and work motivation on employee performance is required. According to the summary, the author conducted a study titled *The Influence of Organizational Culture and Motivation on the Performance of Education Officers in the Ogan Komering Ulu Regency*.

## **B. Methods**

This study included 94 people, including 60 Civil Servants (PNS) and 34 Voluntary Workers (TKS). This study's sample size was 94 people, including 60 Civil Servants (PNS) and 34 Voluntary Workers (TKS). Because the total population in this study was only 94 and less than 100, the researchers used total sampling to determine the number of samples. This study makes use of a questionnaire or questionnaires as well as documentation techniques. To examine the information gathered from the questionnaire. A linkert scale was used to assign a weight to each question on the questionnaire (1-5). Furthermore, based on the data collected in the field, a description of the data on each variable was obtained. In this section, mean, median, mode, and standard deviation (SD) data from each variable will be used to describe and test the effect of variable X on variable Y. Because the independent variable is partially dependent on the dependent variable, the formulations  $Y = a + bX_1$  and  $Y = a + bX_2$  are used to determine the effect of variable X on variable Y. If the two independent variables of school culture (X1) and teacher professional competence (X2) are jointly correlated with the dependent variable of teacher performance, a multiple regression test will be used to determine whether there is a significant correlation (Y).  $Y = a + b_1X_1 + b_2X_2$  is the formula used. Path analysis is used to test the research hypothesis by first calculating the correlation coefficient of each variable suspected of being directly correlated, followed by calculating the path coefficient of each calculated correlation coefficient.

## **C. Results and Discussion**

The regression line equation can be expressed as  $Y = 1.584 + 0.666 X_1$  based on the analysis results. According to the equation, the organizational culture coefficient is 0.666. This means that if the organizational culture variable alone increases by one unit, employee performance will increase by 0.666 units.

The regression coefficient ( $r(x,y)$ ) is 0.693, and the coefficient of determination ( $r^2(x,y)$ ) is 0.481, based on the results of the simple regression analysis above. This means that 48.10% of the organizational culture variable can explain the employee performance variable (Y). Meanwhile, 51.90 percent is explained by variables not considered in this model.

To assess the significance of organizational culture (X1) on employee performance (Y). The t test can be used to determine the significance of this hypothesis. The independent variable has a significant effect on the dependent variable if t count is greater than t table. Based on the distribution table, t was calculated as  $(t_{\alpha, df: n-2}) = (t_{0,05, 92}) = 0,677$ . The above calculation shows that  $t \text{ count} > t \text{ table}$  ( $9.233 > 0.677$ ), implying that organizational culture has a significant impact on employee performance.

Based on the simple analysis described above, it is possible to conclude that there is a positive and significant relationship between employee performance and organizational culture. The regression line equation can be expressed as  $Y = 3,056 + 0,356 X_2$  based on the analysis results. The coefficient of performance motivation is 0.356, according to the equation. This means that increasing the work motivation variable by one unit will increase employee performance by 0.356 units.

The regression coefficient ( $r(x,y)$ ) is 0.472, and the coefficient of determination ( $r^2(x,y)$ ) is 0.223, based on the results of the simple regression analysis above. This means that 22.30% of the performance motivation variable can explain the employee performance variable (Y). Meanwhile, 77.70 percent is explained by variables not considered in this model.

The Importance of Simple Regression To determine the significance of the effect of performance motivation (X2) on employee performance, use the t-test (Y). The t test can be used to determine the significance of this hypothesis. The independent variable has a significant effect on the dependent variable if t count is greater than t table. Based on the distribution table, t was calculated as  $(t_{\alpha, df: n-2}) = (t_{0,05, 92}) = 0,677$ . The above calculation shows that  $t \text{ count} > t \text{ table}$  ( $5,140 > 0.677$ ), implying that performance motivation has a significant impact on employee performance.

Based on the simple analysis described above, it is possible to conclude that there is a positive and significant relationship between employee performance and performance motivation. Then determine how much influence the independent variables have on the dependent variable when they are combined. This analysis was carried out using the SPSS program, and the following summary table was produced:

<b>Variable</b>	<b>Coefficient</b>
X <sub>1</sub>	0,632
X <sub>2</sub>	0,042
Constant	1,589
$r(x,y)$	0,695
$r^2(x,y)$	0,483
F count	42,473
F table	3,10

The results of simultaneous equation estimation show that the multiple line equation can be expressed as follows:

$$Y = 1,589 + 0,632X_1 + 0,042 X_2$$

$$(0,000) \quad (0,000) \quad (0,568)$$

According to the equation, if the value of the organizational culture coefficient (X1) increases by one unit, the employee's performance (Y) increases by 0.632 units. Furthermore, if the employee's performance motivation (X2) is one unit, his or her performance will improve by 0.042. Employee performance is positively influenced by the two independent variables, organizational culture and performance motivation. However, when the significance value is considered, it is clear that only the organizational culture variable has a statistically significant effect on employee performance. The p-value is less than the alpha significance value (0.000 0.005), demonstrating this.

The regression coefficient value (r(x,y)) is 0.695 based on the results of the simple regression analysis above. This demonstrates that the correlation coefficient of X1 and X2 to Y (r(x,y)) (1,2) is 0.695, and because (r(x,y)) (1,2) is positive, it can be seen that Organizational Culture and Motivation Working Together have a positive relationship with employee performance. Thus, it can be stated that if Organizational Culture and Work Motivation both improve, then Employee Performance will improve as well. Meanwhile, the multiple regression equation's coefficient of determination (r<sup>2</sup> (x,y)) is 0.483. This means that 48.30% of the organizational culture and performance motivation variables can explain the employee performance variable (Y). Meanwhile, 51.70 percent is explained by variables not considered in this model.

Based on the equations and coefficient values above, it is possible to conclude that the organizational culture variable is the most influential variable on employee performance at the same time. When analyzed using simple regression equations and multiple regressions, the significance value and coefficient of determination of these variables remain high. As a result, it is possible to conclude that the organizational culture variable, rather than the performance motivation variable, is the dominant variable supporting the multiple regression equation.

Examine the Influence of Motivation and Organizational Culture on Performance:

Ho: Work Motivation and Organizational Culture Variables do not affect Employee Performance Variables at the same time.

H<sub>1</sub>: Work Motivation and Organizational Culture both have a significant impact on Employee Performance Variables.

The ANOVA test is used to determine the significance of two variables at the same time. The purpose of this test is to determine the significance of the interaction between organizational culture (X1) and performance motivation (X2) on employee performance (Y). The F test can be used to determine whether or not this hypothesis has a significant effect. If the calculated F exceeds the F table, the independent variables have a significant impact on the dependent variable.

The value of the F table is obtained from the distribution table (F<sub>α, df: k, n-k-1</sub>) = (F<sub>0,05, 2,91</sub>) = 3,10. According to the above calculation, F count > F table (42.473 > 3.10). This can be interpreted as indicating that organizational culture and job motivation have a significant impact on employee performance.

Based on the description of the simple analysis above, it is possible to conclude that organizational culture and performance motivation variables have a positive and significant influence on employee performance (Prihatini et al, 2021; Kurniadi et al, 2021; Maryati et al, 2020).

#### **D. Conclusion**

There is a positive and significant influence between organizational culture and motivation on the performance of the employees of the Ogan Komering Ulu District Education Office, either partially or simultaneously.

#### **E. Acknowledgement**

Thanks to Rector Universitas PGRI Palembang, Director of Graduate Program, the Education Management Study Program and friends who have supported us to do this project and helped us a lot in completing this project.

#### **References**

- Amir, S., & Kaseng. (2016). *Pengaruh Karakteristik Individu, Motivasi Dan Beban kerja Terhadap Kinerja Pegawai Di Rumah Sakit Daerah Madani Provinsi Sulawesi Tengah [The Effects of Personality, Motivation, and Workload on Employee Performance at the Madani Regional Hospital in Central Sulawesi Province]*. E-Jurnal Katalogis, 4(7).
- Elliot et al. (2000). *Educational Psychology: Effective Teaching, Effective Learning, 3rd edition*. United States of America: Mc Graw Hill Companies.
- Fahmi. (2009). *Analisis Pengaruh Gaya Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Pegawai SPBU Pandanaran Semarang [The Influence of Leadership Style and Work Motivation on Employee Performance at the Pandanaran Gas Station in Semarang]*. Jurnal Manajemen.
- Howard, G. (1999). *Programa Radio: Perencanaan, Penyajian, Produksi [Planning, Presentation, and Production of Radio Programs]*. Jakarta: Pengurus Pusat HPPI, Himpunan Praktisi Penyiaran Indonesia, dan The Asia Foundation.
- Ismail., & Joon. (2006). *Effect of Distributive Justice on the Relationship between the Formos of Benefit Program and Job Commitment*. Jurnal JSB, 11(3).
- Kurniadi, R., Lian, B., & Wahidy, A. (2021). Visionary Leadership and Organizational Culture on Teacher's Performance. *Journal of Social Work and Science Education*, 1(3), 249-256. <https://doi.org/10.52690/jswse.v1i3.112>
- Mahsun, M. (2006). *Pengukuran Kinerja Sektor Publik [Measuring Public Sector Performance]*. Yogyakarta: BPFPE.
- Makmun, A. S. (2003). *Psikologi Pendidikan [Psychology in Education]*. Bandung: Remaja Rosdakarya.

Maryati, E., Fitria, H., & Rohana, R. (2020). The Influence of Principal's Leadership Style and Organizational Culture on Teacher's Performance. *Journal of Social Work and Science Education*, 1(2), 127-139. <https://doi.org/10.52690/jswse.v1i2.38>

Murti., & Hudiwinarsih. (2012). *Pengaruh Kompensasi, Motivasi Dan Komitmen Organisasional Terhadap Kinerja Karyawan Bagian Akuntansi (Studi Kasus Pada Perusahaan Manufaktur di Surabaya) [The Impact of Compensation, Motivation, and Organizational Commitment on Accounting Employee Performance (Case Study in Manufacturing Companies in Surabaya)]*. *The Indonesian Accounting Review*, 2(2), 215-228.

Prihatini, D., Arafat, Y., & Mulyadi, M. (2021). The Influence of Organizational Culture and Principal Leadership Towards Teacher's Performance. *Journal of Social Work and Science Education*, 1(3), 204-213. <https://doi.org/10.52690/jswse.v1i3.107>

Siagian, S. P. (2004). *Teori Motivasi dan Aplikasinya [The Theory of Motivation and Its Application]*. Jakarta: Bina Aksara.

Soedjono. (2005). Pengaruh Budaya Organisasi terhadap Kinerja Organisasi dan kepuasan Kerja Karyawan pada Terminal Penumpang Umum di Surabaya [Organizational Culture's Influence on Organizational Performance and Employee Job Satisfaction at Surabaya's General Passenger Terminal]. *Jurnal Manajemen dan Kewirausahaan*, 7(1).

Uno, B. H. (2007). *Teori Motivasi dan Pengukurannya [Motivation Theory and Its Measurement.]*. Jakarta: Bumi Aksana.

Wilson, B. (2012). *Manajemen Sumber Daya Manusia [Human Resource Management]*. Jakarta: Erlangga.