

Improving Employee Performance Through Good Organizational Culture and Work Motivation

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ABSTRACT

This research was conducted at the Office of the Department of Transportation in Bulukumba Regency. The aims of this study were (1) to analyze the effect of organizational culture on the performance of Transportation Service Employees in Bulukumba Regency, (2) to analyze the effect of motivation on the Performance of Transportation Service Employees in Bulukumba Regency. The population in this study were all employees of the Department of Transportation in Bulukumba Regency with a total sample of 58 people. Data collection methods used are interviews, documentation, and questionnaires. Methods of data analysis in this study using test instruments (validity test and reliability test), descriptive analysis, multiple regression analysis, hypothesis testing partial test (t) and simultaneous test (F) and the coefficient of determination. The conclusion of this research is that organizational culture and motivation have a significant effect on the performance of employees of the Department of Transportation in Bulukumba Regency. We suggest that the leaders of the Department of Transportation should always appreciate every achievement that has been achieved by their employees because the statement "The organization (leader) gives awards for innovations or achievements that you do at work" has a fairly low response, meaning employees need appreciation for the achievements that have been achieved. , because giving awards can improve good employee performance.

1. Introduction

Many opinions interpret the term organization with the following meaning, the organization as a container that has multiple roles and was founded with the aim of being able to provide and realize the wishes of various parties and satisfaction for its leaders is no exception. Organization as a consciously coordinated social unit, with a relatively identifiable boundary, that works continuously to achieve a common goal or set of goals.

In an organization, of course, there are people who act to carry out the tasks in the organization to achieve agreed goals. Every organization will expect good performance and results. A good, growing and developing organization will focus on the quality of human resources (Human Resources) to carry out their functions optimally, especially in dealing with the dynamics of environmental changes that occur.

The Department of Transportation is one of the regional apparatus organizations (OPD) or government agencies that are close to the community which provide direct services to the community. Providing quality services to the community (Public Service) is one of the obligations that must be fulfilled by every state administrator. The government's success in providing public services to the community is the success of governance. The development of public services is the duty of the government which must be carried out in a synergistic and sustainable manner in line with the increasing demands of society and changes in the

environment for the delivery of public services based on the principles of good governance. This is of course related to demands on the performance of government employees to be better in providing services to the community. For this reason, it is necessary to develop employee performance so that they can provide maximum performance in carrying out their duties.

The position and role of government employees is very important. Government employees are elements of the state apparatus that carry out government and development tasks in an effort to achieve national goals. Good government management requires employees who will provide performance beyond organizational expectations. Every organization will try to improve employee performance to achieve organizational goals that have been set.

An organization has core values or culture that are defined and agreed upon by all members of the organization. The success of an organization in achieving its goals is heavily influenced by its success in establishing and implementing these core values which are reflected in its organizational culture.

Organizational culture is a habit that has been going on for a long time and is used and applied in life work activities as one of the drivers to improve the quality of work (performance) of employees and leaders. In this case, culture does not refer to the diversity of races, ethnicities, and individual backgrounds but culture refers to a way of life within the organization. The culture in question includes the emotional and psychological climate or atmosphere. This includes employee morale, attitudes and productivity levels and includes symbols in the form of actions, routines and conversations.

Organizational culture serves to form rules or guidelines for thinking and acting to achieve the goals set. Change and development of organizational culture can change the values, attitudes and behavior of members of the organization as a whole. This means that any improvement in work culture in a more conducive direction will make a very significant contribution to improving the performance of employees or employees.

Motivation is the basic impetus that moves a person or the desire to devote all energy because of a goal. As revealed by Sutanjar & Saryono (2019) that motivation is a situation in a person's personality that encourages an individual's desire to carry out certain activities in order to achieve a goal. Three elements are the key to motivation, namely effort, organizational goals, and needs.

The problem of motivating employees is not easy because employees have different desires, needs and expectations from one employee to another. Basically, if an organization or company wants to achieve optimal performance in accordance with predetermined targets, the company must provide motivation for employees to be willing and willing to devote their energy and thoughts to work. If management can understand the problem of motivation and overcome it, the company will get optimal employee performance according to the standards set. It can be said that there will be no motivation if there is no perceived need.

performance is the result of work in quality and quantity achieved by an employee or employees in carrying out their duties in accordance with the responsibilities given to them. The performance of an employee is individual, because each employee has a different level of ability in carrying out their duties. Management can measure employees for their performance based on the performance of each. Thus the performance of employees has a very important role for the success of the company.

If the culture adopted by an organization is the same as the culture of employees or employees, in other words, organizational culture provides benefits for employees or employees who are oriented, for example, to achievement, fairness and spotivity, then it can be expected that there will be an increase in performance that is better than before.

Understanding motivation both within employees and from the environment will be able to assist in improving performance. In this case a leader needs to direct motivation so that employees feel motivated to work harder so that the performance achieved is also high.

The contribution of employees to the organization will be important if it is carried out with effective actions and behaves correctly. Thus every employee needs to know with certainty what is his main responsibility, what kind of performance he must achieve and be able to measure himself according to his success indicators. Many things are of concern to management in order to encourage employee performance including in terms of organizational culture, leadership style, motivation and job satisfaction for employees. In this study the authors discuss organizational culture and motivation as influential factors.

Based on the background of the problems above, the author feels the need to conduct research with the title "The Influence of Organizational Culture and Motivation on the Performance of Employees of the Department of Transportation in Bulukumba Regency". Based on the problems above, the purpose of this study is to analyze the influence of organizational culture on the performance of employees of the Department of Transportation in Bulukumba Regency and to analyze the influence of motivation on the performance of employees of the Department of Transportation in Bulukumba Regency.

2. Literature Review

Organization

Organization comes from the word organ (a word in Greek) which means tool. Therefore we can define an organization as a container that has multiple roles and was founded with the aim of being able to provide and realize the wishes of various parties, and satisfaction for the owner is no exception. According to Muis et al., (2018) an organization is a consciously coordinated social entity, with a relatively identifiable boundary, that works on a relatively continuous basis to achieve a common goal or a group of goals.

From 1930 to 1960 organizational behavior was known as human relations, based on Mayo and Roethlisberger's research which began in the 1920s. In previous years, more and more research and studies on organizational behavior have been carried out. Organizational behavior is the study and application of knowledge about how people act in organizations.

Indeed, there are many definitions of organizational behavior, but the definition above is considered the easiest to understand for various groups. Because after all the existence of an organization cannot be separated from where and where the organization is located, such as an organization that operates in developing and underdeveloped countries or in developed countries, of course the formation format that influences the formation of organizational behavior (behavior) of the organization is different, even though the goals remain the same (Melnik et al., 2019). Organization as a form and relationship that has a dynamic nature, in the sense that it can adapt to change, is essentially a form that humans consciously create to achieve calculated goals (Coe et al., 2019).

In general, there are several forms of organization that have been used or considered familiar to apply, namely (1) Line organization. The line organization adheres to a vertical concept, namely where every order, policy, rule and assignment instructions originate from top to bottom. From this point of view the concept shows that in this organization the person responsible for decisions is the leader, and the highest person in charge is the highest leader and so on. . Organizational conditions like this are considered very simple and easy to understand, (2) Functional organization. This organization has a concept that places work implementation separately and each section has its own responsibilities, but still coordinates on an ongoing basis with the aim that work implementation can be realized perfectly. (3) Line

and staff organization. The line and staff organization is an organization that was formed from a combination of the line and staff model by studying some of the weaknesses that arose in the previous organization. So that the unity of command can be maintained, as well as the handling power of the leadership can be expanded. A line and staff organizational structure has been drawn up, namely a line organization equipped with expert staff, who are structured as staff functionaries. (4) Closed system organization. Organizations that adhere to the concept of a closed system are those organizations that do not have a high level of interaction with the outside environment. Even organizations with systems like this tend to take on roles that are remote from the outside environment. The result is that organizations like this tend to be more rigid, and it accumulates in the resulting policies. (5) Open system organization. An open system organization is an organization that has a high level of interaction with the outside environment. Organizations with open systems like this tend to be interactive and dynamic in responding to every form of change that occurs. The concept adopted by this organizational system tends to prioritize togetherness and has high concern for the business environment, both internal and external. A good organization is an organization filled with people who have a clear vision and mission and within them contain strong values of competence and idealism.

Organizational culture

Organizational culture is a habit that has been going on for a long time and is used and applied in work life activities as one of the drivers for improving the quality of work of employees and company managers. Several researchers have argued for the notion of organizational culture, including, according to (Martínez-Caro et al., 2020) organizational culture is a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration, which has worked well enough to be considered correct. , therefore, to be taught to new members as the correct way to see, think, and feel in relation to the problem at hand. According to Szydło & Grześ-Bukłaho (2020), organizational culture is a system of shared values and beliefs taken from the habitual patterns and basic philosophy of its founders which then interact to become norms, where these norms are used as guidelines for how to think and act in an effort to achieve goals. together. Organizational culture is the shared experiences, stories, beliefs, and norms that characterize an organization. However, when you enter any company, the first thing you encounter is the culture in the way they dress, the way they interact with each other, and also the way they greet customers. Meanwhile, according to Tran, (2020) what we can realize is that culture is stable and difficult to change because culture reflects the accumulation of learning from a group (the way they think, feel, and convince the world that culture can create the success of an organization).

Based on the various definitions above, it can be concluded that organizational culture is one of the most important elements in a company which in essence leads to behaviors that are considered appropriate, binds and motivates every individual in it. Talking about organizational culture, the most glaring failure of a very simple system is not recognizing the realities of work and organizational culture. Supposedly, performance appraisal is linked to organizational culture so that it can be used as a tool to reveal how well employees will perform according to organizational culture (Tran, 2020). Performance appraisal systems can help find and formulate important aspects of culture with specifications of behavior and competencies that are considered to contribute to the success of an organization, unit, group or position.

From the point of view of employees or employees, culture provides guidelines for everything that is important to do (Asatiani et al., 2021). A number of important roles played by corporate culture are helping the development of a sense of identity for employees/employees, organizational culture encourages the development of personal relationships with the

organization, organizational culture helps the stability of the organization as a social system, and provides behavioral guidelines as a result of behavioral norms that are already established (Martínez-Caro et al., 2020).

According to Bhuiyan et al., (2020) several socialization steps that can help and maintain organizational culture are through selecting prospective employees, placement, deepening the field of work, evaluating performance, and giving awards, instilling loyalty to noble values, expanding stories and news, performance recognition and promotion. These practices can strengthen organizational culture and ensure that employees who work in accordance with the organizational culture are rewarded according to their support.

There are three assumptions that lead to the theory of organizational culture, namely (1) Organizational members create and maintain shared feelings about organizational reality, which results in a better understanding of the values of an organization. (2) The use and interpretation of symbols is very important in organizational culture. Organizational reality is also partly determined by symbols, and this is the second assumption of this theory. Organizational members create, use, and interpret symbols every day. These symbols are very important to the company culture. Symbols cover both verbal and nonverbal communication within the organization. Often, these symbols communicate organizational values. (3) Cultures vary in different organizations, and the interpretation of actions within these cultures also varies. The third assumption regarding organizational culture theory is related to the diversity of organizational culture. Simply put, organizational cultures vary widely. Perceptions of action and activity within these cultures are as varied as the cultures themselves.

There are many dimensions that differentiate culture. This dimension influences behavior that can result in misunderstanding, disagreement, or even conflict. If an organization implements a strong culture then it will encourage increased effectiveness in the organization, a strong culture is characterized by the core values of the organization that are strongly embraced, well managed, and widely shared. These dimensions are used to differentiate organizational culture. There are seven primary characteristics that collectively capture the essence of organizational culture, namely innovation and risk taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness and stability.

Tirtayasa (2019) suggests that organizational culture can be divided into two dimensions, the first is the external dimension, in which there are 5 essential things, namely mission and strategy, goals, means to achieve goals, assessment and correction. The two internal dimensions, in which there are 6 main aspects, namely common language, group ties, power and status, developing norms of friendship and love, rewards and punishments, explaining ideology and religion. There are characteristics which are the core values of the organization that can help create a strong culture. Where is the characteristic that distinguishes an organization from other organizations.

The characteristics of organizational culture according to Robbin 2008 in Tran (2020) are (1) innovation and risk taking, is the extent to which the company encourages employees to be innovative and dare to take risks. Besides that, how does the company appreciate the actions of risk taking by employees and generate employee ideas. (2) attention to detail (attention to detail) is the extent to which the company expects employees to show accuracy, analysis and attention to detail. (3) result-oriented (outcome orientation), is the extent to which management focuses on results rather than attention to the techniques and processes used to achieve these results such as analyzing and evaluating task implementation. (4) oriented to humans (people orientation), is the extent to which management decisions take into account the effect of results on people in the company such as encouraging employees to carry out their ideas, rewarding employees who successfully carry out ideas. (5) team orientation (team

orientation), is a company that always supports individuals to work together in existing teams such as management support for employees to work together in teams, management support to maintain relationships with colleagues in other team members. (6) aggressive, is the extent to which people in the organization are aggressive and competitive to carry out the organizational culture as well as possible such as healthy competition among employees at work, employees are encouraged to achieve optimal productivity. (7) stability, is the extent to which company activities emphasize the status quo as a contrast to growth such as management retaining potential employees, evaluation of awards and performance by management is emphasized on individual efforts, even though seniority tends to be a major factor in determining salary or promotion.

The cultural consequences will affect the performance and competitiveness of the organization in the long term. Each of these characteristics is in weight from the lowest to the highest. Therefore, by assessing the company based on these seven characteristics, a combined picture of the organizational culture will be obtained. This picture forms the basis for the shared understanding that members have about the company itself, the way things are done in it and the way members behave. Employees' perceptions of the reality of their organizational culture are the basis for employee behavior, not about the reality of the organization's culture itself. Perceptions that support or do not support the various characteristics of the company then affect employee performance.

Furthermore, organizational culture can be found at three levels, namely (1) artifacts, at this level culture is visible but often cannot be interpreted, for example the physical environment of the organization, technology, and how to dress. Analysis at this level is quite complicated because it is easy to obtain but difficult to interpret. (2) Value, value has a higher level of awareness than artifacts. This value is difficult to observe directly, so to conclude it is often necessary to interview members of the organization who have key positions or to analyze the content of artifacts such as documents. (3) Basic assumptions, is an important part of organizational culture. At this level culture is taken for granted, invisible and unconscious. This assumption is a reaction that starts from the values that are supported. If the assumptions have been accepted then awareness will be left out. In other words, the difference between assumptions and artifact values lies in whether these values are still being debated and accepted for what they are or not.

There are many ways that every organization can do to form a good organizational culture. However, in general the formation of organizational culture involves the following steps: (1) A founder has an idea to involve a new organization. (2) Founders accept key people and create a core group that has the same vision. (3) The core group moves to realize ideas and complete everything that is needed so that the organization can run well by seeking funds, obtaining patents, legal entities, determining a place of business, and so on. (4) Founders and the core group jointly build habits that aim to build and grow organizations with positive and productive habits. (5) Positive habits continue so that they become something inherent in the movements and behavior of the entire organization so that without realizing it these habits have become institutionalized into an organization.

Asatiani et al., (2021) made an inventory of the sources that shape organizational culture, including company founders, company owners, foreign cultural sources, outside the company, people with an interest in the company (stakeholders) and the community. It was also argued that cultural processes can occur by way of cultural contact, cultural clashes and cultural exploration.

In Krisnaldy et al.'s research, (2019) motivation comes from the Latin word "movere" which means "impulse" or driving force. Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities for which they are responsible and carry out their obligations, in the context of achieving predetermined organizational goals and objectives. According to Sutanjar & Saryono (2019), stated that motivation is a condition that moves employees to be able to achieve the goals of their motives. Based on this definition, it can be concluded that motivation is the drive that drives employees to be able to achieve goals. According to Nguyen et al., (2020) work motivation is the provision of driving force that creates a person's work enthusiasm so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction (Hitka et al., 2018). An important driving factor that causes humans to work is the existence of needs that must be met. Based on the explanation above, that to achieve employee satisfaction is by providing motivation and enthusiasm for work to employees so that they are motivated so they can work effectively and work well together.

Based on these opinions it can be concluded that, (1) work motivation is an urgent part in an organization that functions as a tool for achieving the goals or objectives to be achieved. (2) Work motivation contains two main goals within the individual, namely to fulfill personal needs or desires and organizational goals, and (3) Work motivation given to someone is only effective when within that person has the belief or confidence to progress and succeed in organization.

In this study, researchers used motivational indicators from Maslow's theory. The theory of the hierarchy of needs from Abraham Maslow consists of the first physiological needs (physiological-needs), physiological needs are the most basic hierarchy of human needs which are the needs to be able to live such as eating, drinking, housing, oxygen, sleep and so on. Second, the need for safety (safety-need) that is, if the physiological needs are relatively satisfied, then a second need arises, namely the need for a sense of security. This need for security includes security for protection from the dangers of work accidents, guarantees for continuity of work and guarantees for old age when they are no longer working. Third, social needs (social-need), if physiological needs and a sense of security have been minimally satisfied, then social needs will emerge, namely the need for friendship, affiliation and closer interaction with others. In the organization it will be related to the need for a compact work group, good supervision, joint recreation and so on. The four esteem needs, these needs include the desire to be respected, appreciated for one's achievements, recognition of one's abilities and expertise and one's work effectiveness. Of the five self-actualization needs, self-actualization is the highest in Maslow's hierarchy of needs. Self-actualization is related to the process of developing one's real potential. The need to demonstrate one's abilities, skills and potential.

Employee Performance

Employee performance is a general concept that is used to determine the effectiveness of employee work implementation so that it can be applied in various organizational settings (Rosmaini & Tanjung, 2019). Performance can be understood as work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics. Many experts provide limitations on performance according to their respective perspectives (Marjaya & Pasaribu, 2019).

According to Sofyan, (2013) performance can be defined as the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. According to Nabawi, (2020) performance or in English is performance, namely work results that can be achieved by a person or group of people in the organization, according to their respective authorities and responsibilities in the context of efforts to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

Broadly speaking, performance can be understood as work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics. . From several definitions of employee performance, it can be concluded that employee performance is the level of achievement of a person seeing the results of his work in carrying out his duties and responsibilities in quality and quantity and in accordance with predetermined criteria.

Performance has an important meaning for employees. With performance appraisal, employees will get attention from superiors, besides that this will also motivate employees to further improve their performance because with performance appraisal, employees who excel will get promotions or be given awards. Vice versa, employees who have poor performance will receive sanctions from their superiors in the form of a warning or something else.

There are several factors that serve as indicators and criteria for assessing employee performance, including the quality of employee performance, employee productivity, and how employees work using measurable knowledge. Various types of work carried out by employees, of course, require clear criteria, because each type of work has different standards regarding the achievement of results. The more complicated the type of work, the standard operating procedure (SOP) that is set will be an absolute requirement that must be complied with (Sendawula et al., 2018).

Sabuhari et al., (2020) mentions 7 (seven) criteria that can be used to measure individual employee performance criteria, namely quality, namely the results of the work carried out from the work, routine, namely the amount produced or the number of activities that can be completed, timeliness, namely can complete at the time available for other activities, effectiveness, namely the maximum utilization of existing resources in the company to increase profits and reduce losses, independence, namely being able to carry out work without assistance in order to avoid adverse results, work commitment, namely work commitment between employees and company, and employee responsibilities to the company.

H1: Organizational culture and motivation together have a positive influence on employee performance.

H2: Organizational culture and motivation together have a positive influence on employee performance.

3. Research Method and Materials

The research was carried out at the Bulukumba District Transportation Office. The population in this study were all employees of the Bulukumba District Transportation Office with a total sample of 58 respondents. The data collection method is carried out directly to the object of research. The technique used is interview, namely conducting direct interviews with respondents, in this case employees, documentation, namely obtaining the required written data, which comes from documents and company records such as the number of employees, the amount of salary given, and other data. required in this study and a questionnaire

(questionnaire), namely collecting data through a list of questions prepared by each respondent.

The types and sources of data used in writing reports are qualitative data, namely data obtained from the results of literature studies and those obtained from agencies or organizations in the form of information both verbally and in writing, expressed in the form of numbers and are the result of data analysis. primary data, namely data obtained from respondents through questionnaires, focus groups and panels or also data from interviews with researchers with informants and secondary data, namely data obtained through recording documents, reports or written data related to research.

To prove the hypothesis that has been put forward, in this study used descriptive analysis, multiple regression analysis, analysis of the coefficient of determination (R^2), hypothesis testing which consists of a simultaneous significance test (F statistical test) and a partial effect significance test (t test). The research instrument used as a data collection tool in research must meet the requirements of validity and reliability so that researchers carry out validity and reliability tests on each variable studied. The following presents the variables to be examined in table 1.

Table 1: Variable operational

Variable	Code	Indicator	Major Reference
Organizational Culture (X1)	X1.1	Innovation and Risk Taking	(Muis et al., 2018; Tirtayasa, 2019)
	X1.2	Attention to the details	
	X1.3	Result orientation	
	X1.4	People orientation	
	X1.5	Team Orientation	
	X1.6	Keagresifan	
	X1.7	Stability	
Work Motivation (X2)	X2.1	Physiological blindness	(Astuti, 2019; Rosmaini & Tanjung, 2019)
	X2.2	The need for a sense of security	
	X2.3	Social needs	
	X2.4	Award needs	
	X2.5	The need for self-actualization	
Employee Performance (Y)	Y1.1	Results of work	(Marjaya & Pasaribu, 2019; Sutanjar & Saryono, 2019)
	Y1.2	Work behavior	
	Y1.3	Personal nature	

4. Results and Discussion

Respondent characteristics

This section will explain the identity of respondents based on gender, age, last education, and years of service. The classification of respondents in this study aims to clearly identify the object of research. The general description of the research object is described in table 2.

Table 2: Characteristics of respondents

Variable	Measurement	n	%
Gender	Man	50	86,2
	Woman	8	13,8
Age	20-35 years	3	5,2
	36-50 years	38	65,5
	51-70 years	17	29,3
Education Level	SMA/SMK	18	31,0
	DIPLOMA	2	3,6
	Bachelor (S1)	32	55,2
	Magister (S2)	6	10,3

Service Life	5 – 15 years old	43	74,1
	16 - 25 years old	4	6,9
	>25 years old	11	19,0

Source: Primary Data processed 2022

Respondents who were male were more than female because the Department of Transportation had its main performance requiring a man who was more capable of working in various fields than being in the office, one of whom was able to work for technical policies in the field of traffic, checking vehicle eligibility and so on. Meanwhile, women are more focused on administrative management wherein the Department of Transportation requires more factual work than a concept. So these figures illustrate that employees at the Bulukumba Regency Transportation Service are dominated by men.

The 58 people who were sampled in this study, aged 36-50, were the most dominant because at that age they were needed at the Department of Transportation because they were usually wiser in expressing opinions and making decisions about an object. Respondents by occupation showed that the most recent educated respondents were Bachelors (S1), which was 55.2% because compared to high school graduates, undergraduates already had experience and broader insights than high school graduates. Respondents based on 5-15 years of service are the most dominant because the Department of Transportation still needs employees with how many years of service remaining, because those with 5-15 years of service are no longer easy, so the older you are, the more experience work

Statistik Deskriptif

Dalam penelitian ini diperoleh data untuk semua variabel sebagaimana tergambar pada tabel 3 berikut ini:

Table 3: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Culture	58	45	66	57.43	6.261
Work motivation	58	41	54	48.21	3.810
Employee Performance	58	44	60	52.59	4.535
Valid N (listwise)	58				

Source: Primary Data processed 2022

Organizational culture variable with a sample of 58 respondents with a minimum value of 45 and a maximum of 66 with an average of 57.43 so it means that the organizational culture variable is closer to the maximum, so it can be concluded that questions about organizational culture variables can be considered good and become an explanation of how employee performance at the Department of Transportation in Bulukumba Regency.

Work motivation variable with a sample of 58 respondents with a minimum value of 41 maximum 54 with an average of 48.21 so it means that the work motivation variable is closer to the maximum, so it can be concluded that questions about work motivation variables can be considered good and become an explanation of how employee performance at the Department of Transportation in Bulukumba Regency.

Employee performance variable with a sample of 58 respondents with a minimum value of 44 maximum 54 with an average of 52.59 so it means that the employee performance variable is closer to the maximum, so it can be concluded that questions about employee performance variables can be assessed as good.

Validity test is used to measure whether or not a questionnaire is valid. A questionnaire is said to be valid if the statements on the questionnaire are able to express something that will be measured by the questionnaire. The validity test is calculated by comparing the r count (correlated item-total correlations) with the r table value if r count $>$ r table (at a significant level of 5%) then the statement is declared valid.

The reliability test was carried out by looking at the results of calculating the value of CronbachAlpha (α). A variable is said to be reliable if it gives a Cronbach Alpha value (α) $>$ 0.60, that is, if it is repeated research with different times and variables it will produce the same conclusions. But on the contrary, if $\alpha < 0.6$ then it is considered less reliable, meaning that if these variables are re-examined with different times and variables, different conclusions will be drawn.

Table 4: Validity and reliability test

Variable	Instrument	r-calculated	Cronbach Alpha	Result
Organizational Culture (X1)	X1.1	0,585	0,912	Valid dan reliable
	X1.2	0,698	0,912	Valid dan reliable
	X1.3	0,904	0,909	Valid dan reliable
	X1.4	0,898	0,911	Valid dan reliable
	X1.5	0,585	0,912	Valid dan reliable
	X1.6	0,698	0,912	Valid dan reliable
	X1.7	0,898	0,911	Valid dan reliable
	X1.8	0,791	0,911	Valid dan reliable
	X1.9	0,658	0,911	Valid dan reliable
	X1.10	0,681	0,911	Valid dan reliable
	X1.11	0,611	0,911	Valid dan reliable
	X1.12	0,796	0,911	Valid dan reliable
	X1.13	0,788	0,910	Valid dan reliable
	X1.14	0,519	0,912	Valid dan reliable
Work Motivation (X2)	X2.1	0,898	0,911	Valid dan reliable
	X2. 2	0,898	0,911	Valid dan reliable
	X2. 3	0,800	0,914	Valid dan reliable
	X2. 4	0,898	0,911	Valid dan reliable
	X2. 5	0,898	0,911	Valid dan reliable
	X2. 6	0,898	0,911	Valid dan reliable
	X2. 7	0,664	0,911	Valid dan reliable
	X2. 8	0,404	0,914	Valid dan reliable
	X2. 9	0,898	0,913	Valid dan reliable
	X2. 10	0,582	0,913	Valid dan reliable
	X2. 11	0,381	0,913	Valid dan reliable
	X2. 12	0,396	0,912	Valid dan reliable
Employee Performance (Y)	Y. 1	0,579	0,913	Valid dan reliable
	Y. 2	0,325	0,912	Valid dan reliable
	Y. 3	0,563	0,913	Valid dan reliable
	Y. 4	0,434	0,911	Valid dan reliable
	Y. 5	0,898	0,911	Valid dan reliable
	Y. 6	0,898	0,911	Valid dan reliable
	Y. 7	0,898	0,911	Valid dan reliable
	Y. 8	0,898	0,911	Valid dan reliable
	Y. 9	0,898	0,911	Valid dan reliable
	Y. 10	0,898	0,911	Valid dan reliable
	Y. 11	0,898	0,911	Valid dan reliable
	Y. 12	0,898	0,911	Valid dan reliable

Source: Primary Data processed 2022

The results above show that the value of the r count is greater than the standard r value, meaning that to test the quality of the data it is shown from the validity test that the variables of organizational culture, work motivation and employee performance are valid.

The Cronbach's alpha value for all variables has a Cronbach's alpha greater than 0.60, so it can be concluded that the indicators or questionnaires used are all declared reliable or can be trusted as measuring tools.

The coefficient of determination is used to detect how far the relationship and ability of the model are to explain the dependent variable.

Table 5: Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 ^a	.913	.910	1.364

Source: Primary Data processed 2022

From the research results shown in table 5, R obtained a correlation value of $R = 0.955$, which means that the correlation or relationship between organizational culture and work motivation has a strong effect on employee performance at the Department of Transportation in Bulukumba Regency. Then the value of the coefficient of determination or R Square is $= 0.913$, which means that 91.3% of the influence of employee performance is influenced by organizational culture and work motivation variables.

The simultaneous test is used to test whether the independent variables simultaneously have a significant effect on the dependent variable. Where $F \text{ count} > F \text{ table}$, then the hypothesis is accepted or jointly the independent variables can explain the dependent variable simultaneously. Conversely, if $F \text{ count} < F \text{ table}$, then H_0 is accepted or together the independent variables have no influence on the dependent variable. To find out the significant or not jointly independent variable influence on the dependent variable, a probability of 5% ($\alpha = 0.05$) is used..

Table 6 : Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1069.774	2	534.887	287.588	.000 ^b
	Residual	102.295	55	1.860		
	Total	1172.069	57			

With a significant level of 5% and degrees of freedom $df_1 = 2$ and $df_2 = 55$, the f table is obtained $(2:55) = 3.16$. Based on the ANOVA test or the F test from the SPSS output, it can be seen that the f count is $287.588 > \text{the f table value is } 3.16$ and the probability is $0.000 < 0.05$. More precisely, the calculated F value is compared to the F table where if $F \text{ count} > F \text{ table}$ then simultaneously the independent variables have a positive and significant effect on the dependent variable.

The t test is used to determine the effect of each indicator of the independent variable on the dependent variable. The t test is carried out by comparing the t-count with the t-table. To determine the value of t-table, it is determined with a significant level of 5% with degrees of freedom $df = (n-k-1)$ where n is the number of respondents and k is the number of indicators/variables.

Table 7 : Partial Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.527	2.331		.655	.515
	Organizational Culture	.282	.051	.389	5.483	.000
	Work Motivation	.723	.085	.608	8.553	.000

A constant value of 1.527 indicates that if the independent variable is zero, the resulting employee performance is 0.515. The regression coefficient of 0.282 states that every addition of 1 organizational culture will increase employee performance by 0.282, it can be concluded that organizational culture has a positive effect on employee performance. the regression coefficient of 0.723 states that each addition of 1 work motivation will increase employee performance by 0.723, so work motivation can have a positive effect on employee performance.

The t count is 5.483 and the t table value from the results n-k-1 (n=respondents, k=independent variable) is 1.673. Thus, based on the calculated t value of $5.483 > 1.673$ and for a probability value of $0.000 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted, thus organizational culture has a partially significant effect on employee performance.

For t count of 8.553 and for the value of t table from the results of n-k-1 (n=respondents, k=independent variable) of 1.673. That way, based on the calculated t value of $8.553 > 1.673$ and for a probability value of $0.000 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted, thus work motivation has a partially significant effect on employee performance.

Discussion

The Effect of Organizational Culture on Employee Performance

From the results above, it shows that when testing data quality all the questions in the questionnaire are said to be valid with the provisions exceeding the standard r value where the standard r value is 0.30 and for reliability values above 0.60 it can be said that the existing questionnaire is declared reliable for further testing.

Data processing is carried out, the results obtained are that organizational culture variables have a positive and significant effect on employee performance decisions. This is in accordance with research conducted by Tanuwibowo (2015) which examines the problem of the influence of organizational culture on employee performance. In this study using multiple regression analysis techniques with SPSS. Which proves that organizational culture has a positive and significant effect on employee performance.

A strong organizational culture helps employee performance because it creates an extraordinary level in employees and a strong organizational culture helps organizational performance provide the structure and control needed without having to rely on rigid formal bureaucracy and which can emphasize the growth of motivation and innovation.

The Effect of Work Motivation on Employee Performance.

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Motivation is an encouragement or willingness possessed by someone to work in order to achieve goals. With this motivation employees can improve their performance because there is an urge to do something so that employee performance is in accordance with the goals.

5. Conclusion

Based on the results of the research and discussion that have been described in the previous chapter, several conclusions can be drawn from the results of the analysis, namely organizational culture has a positive and significant effect on the Employee Performance of the Transportation Service Office of Bulukumba Regency. Because the significant level is 0.000 which is smaller than 0.05. From the research results the statement stating "The Organization (Leader) gives you the flexibility to innovate at work" has high respondents because the Department of Transportation really appreciates innovation or something new created by Employees of the Transportation Service which is very influential for organizational culture on performance better employee.

Motivation has a positive and significant effect on employee performance at the Bulukumba District Transportation Office. Because the significant level is 0.000 which is smaller than 0.05. From the results of research on the work motivation of the Department of Transportation, everything is related to co-workers, which means that indirectly co-workers are the most influential in motivating each other among employees of the Department of Transportation to get good performance.

Based on the conclusions from the research, suggestions can be given to the leaders of the Transportation Service should always appreciate every achievement that has been achieved by their employees because the statement "The organization (leader) rewards innovation or achievements that you make at work" has a relatively low number of respondents. This means that employees need appreciation for their achievements, because giving awards can improve good employee performance.

Offices should provide sufficient work equipment using standardized personal protective equipment (PPE) because the statement "Work equipment and equipment are safe and adequate for use" has a relatively low number of respondents, even though work equipment is the main thing to do the work required. good, because inadequate equipment resulted in the work safety of employees being disrupted

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