

Improving Employee Performance Through Good Organizational Culture and Work Motivation

Shalahuddin ^{*1} Muhammad Asdar ² Hanadelansa ³ Fakhrudin Kurnia M ⁴ Suryanti Mangkona ⁵

^{*1} Universitas Borneo, Tarakan, Kalimantan Utara, Indonesia

^{2,3} Sekolah Tinggi Ilmu Ekonomi Wira Bhakti, Makassar, South Sulawesi, Indonesia

⁴ Universitas Ichsan Sidrap, Sidrap Regency, South Sulawesi, Indonesia

⁵ Universitas Muslim Indonesia, Makassar City, South Sulawesi, Indonesia

* Email corresponding author: sha@borneo.ac.id

DOI:

ARTICLE DETAILS



Article History

Received: 01/01/2022

Accepted: 01/01/2022

Published Online: 01/01/2022

Keywords

Organizational culture; Motivation;
Employee Performance;
Organizational behavior

ABSTRACT

This research was conducted at the Office of Transportation in Bulukumba Regency. The aims of this study are (1) to analyze the influence of organizational culture on the performance of the Transportation Service Employees in Bulukumba Regency, (2) to analyze the influence of motivation on the Transportation Service Employees' performance 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. The data analysis method of this research uses instrument test (validity test and reliability test), descriptive analysis, multiple regression analysis, partial hypothesis testing (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 the Department of Transportation employees in Bulukumba Regency. We suggest that the Head of the Department of Transportation should always appreciate every achievement that has been achieved by its employees because the statement "The Organization (Leadership) rewards innovation or achievements you make at work" has a fairly low response, meaning that employees need awards for their achievements, because giving awards can improve the performance of good employees..

1. Introduction

Many opinions interpret the term organization with the following understanding, the organization as a forum that has multiple roles and was established with the aim of being able to provide and realize the wishes of various parties and not least the satisfaction of its leaders. 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 tasks within the organization to achieve the 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) in order to carry out their functions optimally, especially in facing 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 provides direct services to the community. Providing quality services to the public (public services) is one of the obligations that must be fulfilled by every state administrator. The success of the government in providing

public services to the community is the success of governance. The development of public services is a government task that must be carried out in a synergistic and sustainable manner in line with the increasing demands of the community and environmental changes for the implementation of public services based on the principles of good governance. This is certainly related to the demands on the performance of government employees to be better in providing services for 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 who carry out government and development tasks in an effort to achieve national goals. Good governance requires employees who will provide performance beyond the expectations of the organization. Every organization will try to improve the performance of employees to achieve the organizational goals that have been set.

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

Organizational culture is a habit that has lasted a long time and is used and applied in the life of 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 in thinking and acting to achieve the goals set. Changes 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 the work culture towards a more conducive direction will make a very significant contribution to improving the performance of employees or employees.

Motivation is the basic impulse that moves a person or the desire to devote all energy because of a goal. As stated by Sutanjar & Saryono (2019) that motivation is a condition in a person's personality that encourages the 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 in employees there are desires, needs and expectations that differ from one employee to another. Basically, if the organization or company wants to achieve optimal performance in accordance with predetermined targets, the company must motivate employees to be willing and willing to devote their energy and thoughts for the sake of work. If management can understand motivational issues and overcome them, the company will get optimal employee performance in accordance with the specified standards. 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 employee in carrying out his duties in accordance with the responsibilities assigned to him. The performance of an employee is individual, because each employee has a different level of ability in carrying out their duties. The 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 spotifity, then it can be expected that there will be an increase in better performance than before. Understanding the motivation both within employees and from the environment will be able to help 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 carried out with effective actions and behave properly. Thus, every employee needs to know for sure what his main responsibility is, what kind of performance he must achieve and be able to measure himself according to the indicators of success. There are many things that are of concern to the management in order to encourage employee performance, including in terms of organizational culture, leadership style, motivation and job satisfaction for its employees. In this study, the authors discuss organizational culture and motivation as influencing factors.

Based on the background of the problems above, the writer feels it is necessary to conduct a research with the title "The Influence of Organizational Culture and Motivation on the Performance of Transportation Service Employees 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 the Department of Transportation employees in Bulukumba Regency and to analyze the influence of motivation on the performance of the Department of Transportation employees in Bulukumba Regency.

2. Literature Review

Organization

Organization comes from the word organ (a word in Greek) which means a tool. Therefore, we can define an organization as a container that has multiple roles and was established with the aim of being able to provide and realize the wishes of various parties, and the satisfaction of its owners 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 group of goals.

From 1930 to 1960 organizational behavior was known as human relations, based on research by Mayo and Roethlisberger which began in the 1920s. In previous years, 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 above definition 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 format of formation that affects the formation of the behavior (behavior) of the organization will be different, even though the goal remains the same. 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 have consciously created to achieve calculated goals (Coe et al., 2019).

In general, there are several organizational forms that have been used or considered familiar to be applied, namely (1) line organization. Line organization adheres to a vertical concept, namely where every command, policy, rule and assignment guide comes from top to bottom. From this point of view the concept shows that in this organization the person in charge of 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 the implementation of work separately and each part has its own responsibility, but still coordinates on an ongoing basis with the aim that the implementation of the work can be realized perfectly. (3) Line and staff organization. The line and staff organization is an organization formed from the merging 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, and the leadership's handling power can be expanded. A line and staff organization system has been drawn up, namely a line organization equipped with expert staff, who are prepared as staff functionaries. (4) Closed system organization. Organizations that adhere to the closed system concept are 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 stay away from the outside environment. As a result, organizations like this tend to be more rigid, and it accumulates in the form of the resulting policies. (5) Open system organization. An open system organization is an organization that has a high level of interaction with the external 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 a 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 are contained the values of competence and strong ideals.

Organizational Culture Organizational

culture is a habit that has lasted a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. Several researchers have expressed the opinion of the notion of organizational culture, among others, 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 have worked well enough to be considered true. , 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 pattern of habits and basic philosophies of the founders which then interact into 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 entering any company, the first thing you encounter is the culture of the way they dress, the way they interact with each other, and also the way they welcome customers. Meanwhile, according to Tran, (2020) what we can realize is that culture is stable and difficult to change because culture reflects the accumulated learning of 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 essentially leads to behaviors that are considered appropriate, binding and motivating every individual in it. Speaking of organizational culture, the most glaring failure of a very simple system does not recognize the realities of work and organizational culture. Supposedly, performance appraisal is associated with organizational culture so that it can be used as a tool to reveal how well employees will perform in accordance with organizational culture (Tran, 2020). Performance appraisal systems can help identify and define important aspects of culture by specifying behaviors and

competencies that are considered to contribute to the success of the organization, unit, group, or position.

From the employee's point of view, 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 to develop personal relationships with the organization, organizational culture helps the stability of the organization as a social system, and presents behavioral guidelines as a result of behavioral norms that 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 selection of prospective employees, placement, deepening of work fields, performance appraisals, and giving awards, instilling loyalty to noble values, expanding stories and news. , performance recognition and promotion. These various practices can strengthen the organizational culture and ensure that employees who work in accordance with the organizational culture are rewarded according to the support provided.

There are three assumptions that lead to organizational culture theory, namely (1) Organizational members create and maintain a shared sense of organizational reality, which results in a better understanding of an organization's values. (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. Organization members create, use, and interpret symbols every day. These symbols are very important to the company culture. Symbols include verbal and nonverbal communication within the organization. Often, these symbols communicate the values of the organization. (3) Cultures vary in different organizations, and interpretations of actions within these cultures also vary. The third assumption regarding organizational culture theory relates to the diversity of organizational cultures. Simply put, organizational culture varies greatly. Perceptions of actions and activities within these cultures are as diverse as the cultures themselves.

There are many dimensions that differentiate culture. This dimension influences behavior that can lead to 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 regulated, and widely shared. The dimensions used to distinguish organizational culture. There are seven primary characteristics that together capture the essence of organizational culture, namely innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness and constancy.

Tirtayasa (2019) suggests that organizational culture can be divided into two dimensions, first 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, reward and punishment, explaining ideology and religion. There are characteristics that are core values of the organization that can help create a strong culture. It is these characteristics that distinguish an organization from other organizations.

The characteristics of organizational culture according to Robbin 2008 in Tran (2020) are (1) innovation and the courage to take risks (innovation and risk taking), is the extent to which the company encourages employees to be innovative and dare to take risks. In addition, how the company appreciates risk-taking by employees and generates employee ideas. (2) attention to detail (attention to detail) is the extent to which the company expects employees to show thoroughness, analysis and attention to detail. (3) results-oriented (outcome orientation),

is the extent to which management focuses on results rather than attention on the techniques and processes used to achieve these results, such as analyzing and evaluating task execution. (4) people orientation, is the extent to which management decisions take into account the effects of results on people in the company such as encouraging employees to carry out their ideas, giving rewards to employees who successfully carry out ideas. (5) team-oriented (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 for maintaining 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 between employees at work, employees are encouraged to achieve optimal productivity. (7) stability, is the extent to which the company's activities emphasize the status quo as opposed to growth such as management retaining potential employees, evaluation of rewards and performance by management emphasizes individual efforts, even though seniority tends to be the main factor in determining salary or performance. promotion.

The cultural consequences will affect the performance and competitiveness of the organization in the long term. Each of these characteristics is weighted 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 description forms the basis for the shared understanding that members have about the company itself, the way its affairs are resolved 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 organizational 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 the way of dressing. Analysis at this level is quite complex 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 by analyzing the content of artifacts such as documents. (3) Basic assumptions, are an important part of organizational culture. At this level, culture is taken for granted, invisible and unconscious. This assumption is a reaction that starts with the supported values. If the assumption has been accepted then consciousness will be sidelined. In other words, the difference between assumptions and artifact values lies in whether these values are still debated and accepted as 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 steps, namely (1) A founder has an idea to involve a new organization. (2) Founders accept key people and create a core group that shares a common 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 places of business, and so on. (4) The founder and the core group together build habits that aim to build and grow the organization with positive and productive habits. (5) Positive habits continue so that they become something that is inherent in the movement and behavior of the entire organization so that without realizing it these habits have been institutionalized into an organization

. , company owners, sources of foreign culture, outside the company, people with an interest in the company (stakeholders) and the community. It was also stated that the cultural process can occur by means of cultural contact, clash of cultures and cultural excavation.

Work motivation

In the research of Krisnaldy et al., (2019), motivation comes from the Latin word "movere" which means "push" 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 that are their responsibility and carry out their obligations, in the context of achieving predetermined organizational goals and objectives. According to Sutanjar & Saryono (2019), 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 impetus that moves employees to be able to achieve goals. According to Nguyen et al., (2020) work motivation is the provision of a driving force that creates a person's morale so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction (Hitka et al., 2018). An important driving factor that causes people to work is the need that must be met. Based on the explanation above, that to achieve employee satisfaction is to provide a driving force and enthusiasm for work to employees so that they are motivated so that they are able to work effectively and work well together.

Based on this opinion, it can be concluded that, (1) Work motivation is an important part of an organization that functions as a tool for achieving goals or objectives to be achieved. (2) Work motivation contains two main goals in the individual, namely to meet personal needs or desires and organizational goals, and (3) Work motivation given to a person is only effective when within the person he or she has the confidence or belief to move forward and succeed in organization.

In this study, researchers used motivation indicators from Maslow's theory. The hierarchy of needs theory 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 food, drink, housing, oxygen, sleep and so on. Second, the need for safety (safety-need) is when the physiological needs are relatively satisfied, then a second need arises, namely the need for security. The need for this sense of security includes security for protection from the dangers of work accidents, guarantees for the continuity of their work and guarantees for their old age when they are no longer working. Third, social needs, if the physiological and safety needs have been satisfied at a minimum, 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 fourth need for esteem (esteem-need), this need includes the need for the desire to be respected, appreciated for one's achievements, recognition of one's abilities and expertise and the effectiveness of one's work. The five needs for self-actualization (self-actualization need), self-actualization is the highest hierarchy of needs from Maslow. Self-actualization is related to the process of developing the true potential of a person. The need to demonstrate one's abilities, skills and potential.

Employee Performance Employee

performance is a general concept 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 the result of work 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 according to morals and ethics. Many experts provide limits on performance according to their respective points of view (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 the results of work that can be achieved by a person or group of people in the organization, in accordance with their respective authorities and responsibilities in an effort 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 the result of work 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 a performance appraisal, employees will get attention from superiors, besides that it will also motivate employees to further improve their performance because with a performance appraisal, employees who excel will get promotions or be rewarded. Vice versa, employees who have poor performance will get sanctions from their superiors in the form of warnings or others.

There are several factors that become indicators and criteria for evaluating 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 the results. The more complicated the type of work, the standard operating procedure (SOP) that is set will be an absolute requirement that must be obeyed (Sendawula et al., 2018).

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

In this study, the authors can take the following research hypothesis

- H1: Organizational culture and motivation together have a positive influence on the performance of the employees of the Bulukumba Regency Transportation Service.
- H2: Organizational culture and motivation together do not have a positive influence on the performance of the Bulukumba Regency Transportation Department employee.

3. Research Method and Materials

The research was carried out at the Bulukumba Regency Transportation Office. The population in this study were all employees of the Bulukumba Regency Transportation Office

with the number of samples used in this study were 58 respondents. The method of data collection is carried out directly on the object of research. The technique used is interviews, namely conducting direct interviews with respondents who in this case are employees, documentation, namely obtaining the required written data, which comes from company documents and records such as the number of employees, the amount of salary given, and other data. needed in this study and a questionnaire (questionnaire) that is collecting data through a list of questions prepared by each respondent.

The types and sources of data used in writing the report are qualitative data, namely data obtained from the results of library studies and those obtained from the agency or organization in the form of information both verbally and in writing, expressed in the form of numbers and is the result of data analysis. primary data, namely data obtained from respondents through questionnaires, focus groups and panels or also data from researcher interviews with sources and secondary data, namely data obtained through recording documents, reports or written data relating to research.

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

4. Results and Discussion

Respondent characteristics

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

Table 1: Karakteristik responden

Variable	Measurement	n	%
Gender	Man	50	86,2
	Woman	8	13,8
Age	20-35 year	3	5,2
	36-50 year	38	65,5
	51-70 year	17	29,3
Length of work	5 – 15 year	43	74,1
	16 - 25 year	4	6,9
	>25 year	11	19,0

Sumber : Data Primer yang diolah 2021

There are more male respondents than women because the Department of Transportation has the main performance requiring a man who is more capable of working in the field than in the office, one of which is able to work for technical policies in the field of traffic, check the feasibility of vehicles and so on. Meanwhile, women are more focused on administrative management where the Department of Transportation requires fact work more than a concept. So from these figures it illustrates that employees at the Bulukumba Regency Transportation Service are dominated by men.

The 58 people sampled in this study, aged 36-50 are the most dominant because at that age they are needed at the Department of Transportation because they are usually wiser

in expressing opinions and making decisions about an object. Respondents based on occupation, showed that the most recent educated respondents were Bachelors (S1), which amounted to 55.2% because compared to high school graduates, undergraduates already have wider experience and insight 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 who have 5-15 years of service are no longer easy, the older the age the more experience work

Organizational culture variable with a sample of 58 respondents with a minimum value of 45 maximum 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 the performance of employees at the Department of Transportation in Bulukumba Regency.

The work motivation variable with a sample of 58 respondents with a minimum value of 41 maximum 54 with an average of 48.21 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 the performance of employees 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 considered good.

Validity Test and Reliability

Test Validity test is used to measure whether or not a questionnaire is valid. A questionnaire is said to be valid if the statement on the questionnaire is able to reveal something that will be measured by the questionnaire. The validity test is calculated by comparing the value of r count (correlated item-total correlations) with the value of r table if r count > from 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 the calculation of the CronbachAlpha (α) value. A variable is said to be reliable if it gives a Cronbach Alpha (α) value > 0.60, that is, if repeated research with different times and variables will produce the same conclusion. 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 will produce different conclusions.

From the results above, it shows that the value of calculated r is greater than the standard r value, meaning that for the data quality test, it is shown from the validity test that the variables of organizational culture, work motivation and employee performance are valid.

Cronbach's alpha value of 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 trustworthy as a measuring tool.

The coefficient of determination is used to detect how far the relationship and the model's ability to explain the dependent variable is. The correlation value is $R = 0.955$, 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 of = 0.913, which means that 91.3% the influence of employee performance is influenced by organizational culture and work motivation variables.

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 together the independent variables can explain the dependent variable simultaneously. On the other hand, if $F_{\text{count}} < F_{\text{table}}$, then H_0 is accepted or together the independent variables have no effect on the dependent variable. To find out whether or not the influence of the independent variables together on the dependent variable is significant, a probability of 5% ($\alpha = 0.05$) is used.

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 of the SPSS output, it can be seen that the f count is $287.588 >$ the f table value is 3.16 and the probability is $0.000 < 0.05$. More precisely, the calculated F value is compared to F table where if $F_{\text{arithmetic}} > F_{\text{table}}$ then simultaneously the independent variables have a positive and significant effect on the dependent variable.

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

The 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 each 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 additional 1 work motivation will increase employee performance by 0.723 , so work motivation can have a positive effect on employee performance.

For t -count is 5.483 and for the t -table value from the results of $nk-1$ (n =respondent, k =independent variable) of 1.673 . Thus, based on the t -count value of $5.483 > 1.673$ and for the 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 significant partial effect on employee performance.

For t -count is 8.553 and for the t -table value from the results of $nk-1$ (n =respondent, k =independent variable) of 1.673 . Thus, based on the t -count value of $8.553 > 1.673$ and for the 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 partial significant effect on employee performance.

Discussion

The organizational culture variable has a positive and significant effect on employee performance decisions. This is in accordance with the research conducted by Tanuwibowo (2015) which examined the problem of the influence of organizational culture on employee performance. In this study using multiple regression analysis technique 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 a level of excellence in employees and a strong organizational culture helps organizational performance provide the structure and control needed without having to rely on rigid formal bureaucracies that can emphasize the growth of motivation and innovation.

The organizational culture variable has a positive and significant effect on employee performance decisions. This is in accordance with the research conducted by Tanuwibowo (2015) which examined the problem of the influence of organizational culture on employee performance. In this study using multiple regression analysis technique with SPSS. Which

proves that work motivation has a positive and significant effect on employee performance. Motivation is an urge or willingness possessed by a person to work in order to achieve goals. With this motivation, employees can improve their performance because of the urge to do something so that employee performance is in accordance with the objectives.

5. Conclusion

Based on the results of the research and discussion 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 employee performance at the Bulukumba Regency Transportation Service. Because the significant level is 0.000 which is smaller than 0.05. From the results of the research, the statement that states "The Organization (Leader) gives you the freedom to innovate at work" has a high respondent because the Department of Transportation really appreciates innovation or something new that is created by employees of the Department of Transportation which is very influential for organizational culture on performance. better employees.

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

Based on the conclusions from the research, it can be given suggestions to the Head of the Transportation Service should always appreciate every achievement that has been achieved by its employees because the statement "The Organization (Leadership) rewards innovation or achievement that you do at work" has a fairly low respondent This means that employees need awards for their achievements, because giving awards can improve the performance of good employees.

Offices should provide adequate work equipment using personal protective equipment (PPE) in accordance with standardization because the statement "Work equipment and equipment is safe and adequate to use" has a fairly low number of respondents, even though work equipment is the main thing to do a good job. good, because inadequate equipment results in the safety of employees being disrupted.

6. References

- Asatiani, A., Hämäläinen, J., Penttinen, E., & Rossi, M. (2021). Constructing continuity across the organisational culture boundary in a highly virtual work environment. *Information Systems Journal*, 31(1), 62–93. <https://doi.org/10.1111/isj.12293>
- Astuti, R. (2019). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan pada PT. Tunas Jaya Utama. *Jurnal Manajemen Bisnis Eka Prasetya (Eka Prasetya Journal of Management Studies)*, 5(2), 1–10. <https://doi.org/10.47663/jmbep.v5i2.22>
- Bhuiyan, F., Baird, K., & Munir, R. (2020). The association between organisational culture, CSR practices and organisational performance in an emerging economy. *Meditari Accountancy Research*, 28(6), 977–1011. <https://doi.org/10.1108/MEDAR-09-2019-0574>
- Coe, I. R., Wiley, R., & Bekker, L.-G. (2019). Organisational best practices towards gender equality in science and medicine. *The Lancet*, 393(10171), 587–593. [https://doi.org/10.1016/S0140-6736\(18\)33188-X](https://doi.org/10.1016/S0140-6736(18)33188-X)
- Hitka, M., Kozubiková, L., & Potkány, M. (2018). Education and gender-based differences in employee motivation. *Journal of Business Economics and Management*, 19(1), 80–95. <https://doi.org/10.3846/16111699.2017.1413009>

- Krisnaldy, K., Pasaribu, V. L. D., & Senen, S. (2019). Pengaruh budaya organisasi, lingkungan kerja dan iklim organisasi terhadap motivasi pegawai serta dampaknya terhadap kepuasan kerja. *Jurnal Semarak*, 2(2), 164–183. <http://dx.doi.org/10.32493/smk.v2i2.2936>
- Marjaya, I., & Pasaribu, F. (2019). Pengaruh Kepemimpinan, Motivasi, Dan Pelatihan Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 129–147. <http://dx.doi.org/10.30596%2Fmaneggio.v2i1.3650>
- Martínez-Caro, E., Cegarra-Navarro, J. G., & Alfonso-Ruiz, F. J. (2020). Digital technologies and firm performance: The role of digital organisational culture. *Technological Forecasting and Social Change*, 154, 119962. <https://doi.org/10.1016/j.techfore.2020.119962>
- Melnyk, N., Bidyuk, N., Kalenskyi, A., Maksymchuk, B., Bakhmat, N., Matviienko, O., Matviichuk, T., Solovyov, V., Golub, N., & Maksymchuk, I. (2019). Models and organisational characteristics of preschool teachers' professional training in some EU countries and Ukraine. *Zbornik Instituta Za Pedagoska Istrazivanja*, 51(1), 46–93. <https://doi.org/10.2298/ZIP1901046M>
- Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh budaya organisasi dan komitmen organisasi terhadap kinerja karyawan. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 1(1), 9–25. [10.36778/jesya.v1i1.7](https://doi.org/10.36778/jesya.v1i1.7)
- Nabawi, R. (2020). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170–183. <http://dx.doi.org/10.30596%2Fmaneggio.v2i2.3667>
- Nguyen, H. N., Le, Q. H., Tran, Q. B., Tran, T. H. M., Nguyen, T. H. Y., & Nguyen, T. T. Q. (2020). The impact of organizational commitment on employee motivation: A study in Vietnamese enterprises. *The Journal of Asian Finance, Economics and Business*, 7(6), 439–447. <https://doi.org/10.13106/jafeb.2020.vol7.no6.439>
- Rosmaini, R., & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15. <http://dx.doi.org/10.30596%2Fmaneggio.v2i1.3366>
- Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters*, 10(8), 1775–1786. [10.5267/j.msl.2020.1.001](https://doi.org/10.5267/j.msl.2020.1.001)
- Sendawula, K., Nakyejwe Kimuli, S., Bananuka, J., & Najjemba Muganga, G. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business & Management*, 5(1), 1470891. <https://doi.org/10.1080/23311975.2018.1470891>
- Sofyan, D. K. (2013). Pengaruh lingkungan kerja terhadap kinerja kerja pegawai bappeda. *Industrial Engineering Journal*, 2(1). <https://doi.org/10.53912/iejm.v2i1.24>
- Sutanjar, T., & Saryono, O. (2019). Pengaruh Motivasi, Kepemimpinan dan Disiplin Pegawai terhadap Kinerja Pegawai. *Journal of Management Review*, 3(2), 321–325. <http://dx.doi.org/10.25157/mr.v3i2.2514>
- Szydło, J., & Grześ-Bukłaho, J. (2020). Relations between national and organisational culture—Case study. *Sustainability*, 12(4), 1522. <https://doi.org/10.3390/su12041522>
- Tirtayasa, S. (2019). Pengaruh kepemimpinan, budaya organisasi, dan motivasi terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 45–54. <http://dx.doi.org/10.30596%2Fmaneggio.v2i1.3367>
- Tran, Q. H. N. (2020). Organisational culture, leadership behaviour and job satisfaction in the Vietnam context. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-10-2019-1919>