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The Effect of Work Culture and Work Motivation on Employee Performance at Manado State University

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Abstract. This research was conducted to know the influence of work culture and work motivation partially and simultaneously on the performance of employees at Unima. The research uses a quantitative approach. The population is all Unima employees totaling 335 employees spread over six work units. The sampling technique was proportional stratified random sampling with the amount determined by the Slovin rule, and 182 employees were obtained. The data collection technique is a questionnaire that has been tested for validity and reliability. Data analysis is multiple regression analysis through the help of the SPSS program. The results of the study reveal that (1) organizational culture has a positive and significant effect on employee performance at Unima, (2) work motivation has a positive and significant effect on employee performance at Unima, (3) work culture and work motivation simultaneously has a positive and significant effect on performance. Employees at Unima. It is recommended to strengthen work culture, so socialization in order to increase understanding and acceptance of values and norms that have governed attitudes and behavior of working and interacting in the work environment, carried out continuously in line with developments and demands of the organizational environment so that it is strongly internalized. In addition, the organizational climate should be created in a conducive and transparent manner so that employees are free to express their various needs related to their work. The fulfillment of the needs related to his work will encourage him to carry out his duties well.

Keywords. Work culture, Performance motivation, Employee performance

A. Introduction

One of the national problems faced by the Indonesian people today is the handling of the low quality of human resources [1]. A large number of human resources, if they can be utilized effectively and efficiently, will be beneficial to support the pace of sustainable national development [2]. For reliable human resources, quality education is needed, providing various social facilities and adequate employment opportunities. Therefore, the actual main challenge is how to create human resources that can produce an optimal performance to achieve the goals of an organization, in this case, a government organization.

During the current Covid-19 pandemic, civil servants must work optimally by observing health protocols. In maintaining quality during a pandemic, these bureaucrats carrying out their performance still refer to the ASN Law Number 5 of 2014. Two main factors trigger the presence of this ASN Law. First, the bureaucracy is a servant of the state who serves the public interest. Second, bureaucrats become tools of the state to fulfill and serve public needs.

For this reason, a professional bureaucracy is needed and has human resources who have

integrity and competence in their fields. However, in reality, the public perceives that our bureaucracy is not that ideal. Second, after the 1998 reform, there was a significant change in the culture of political governance and governance. These two things become the impetus for making changes to the bureaucratic order through the ASN Law.

The success of a government institution in carrying out public services is influenced by the performance of employees (job performance) or the work achieved by an employee in carrying out tasks following the responsibilities given to him [3]. Employees are an essential resource for state-owned educational institutions such as Manado State University (Unima) because they have the talent, energy, and creativity needed to achieve their goals. For this reason, every employee is required not only to have knowledge, skills, and abilities but also to have experience, motivation, self-discipline, and high morale. If the employee's performance is good, the performance of the organization will also increase, which leads to the achievement of the goals or vision of the institution, including Unima.

Service improvement solutions cannot be carried out with an excessive display of the power of authority and authority (show of force). On the contrary, the state apparatus as a controlled and measurable force and free from interests are expected to display its performance in service to the community. This is the main essence of the existence of the state apparatus in various fields of social, national, and state life. Therefore, performance improvement as a form of professionalism has a very strategic position towards the success of the state and national development goals.

The success of an organization is influenced by employee performance. Performance is the result of work achieved by an employee in carrying out tasks according to the responsibilities. Factors that affect performance are ability and motivational factors. Every organization will try to improve employee performance to achieve the organizational goals that have been set. Various ways are taken to improve employee performance, for example, through education and training, providing compensation and motivation, and creating a good work environment [4].

The most crucial resource of an organization is human resources, people who give their energy, talent, creativity, and effort to the organization [5]. Therefore, employees are the key to the success of the organization. For this reason, every employee is required not only to have knowledge, skills, and abilities, but also to have experience, motivation, self-discipline, and high morale, so that if the performance of employees, especially in government institutions such as Unima, is good, the performance of the institution will also increase which leads to the achievement of organizational goals. The success of the organization, especially the government, is judged by the success of the organization in achieving its goals. Based on scientific research conducted by Koesmono (2005) [6] about the influence of work culture on employee performance, which was conducted at the West Semarang Tax Service Office, it showed that there was a positive and significant influence of work culture on employee performance. Research on the direct relationship of work culture to employee performance was conducted in the banking industry in Nigeria. The research conducted by Ojo (2009) [7] showed a positive and significant influence of work culture on employee performance.

Quality human resources will shape the performance of employees, both individuals, and groups which will have a high impact on organizational effectiveness. For example, Unima is a state higher education institution consisting of two types of employees: lecturers and academic staff or administrative staff [8]. The administrative staff as bureaucratic staff on campus are obliged to provide access and support for the smooth process of administrative services at campus, namely to serve students in the academic process and provide administrative assistance to lecturers so that the teaching and learning process can run well, including taking care of the welfare of lecturers. Therefore, the realization of campus services and ideal campus quality needs to be

supported by quality human resources.

On the other hand, to realize the implementation of good governance, especially in the implementation of free and independent academics, it is necessary to support the readiness of the apparatus, which can be a benchmark in achieving the desired organization. Therefore, every organizational system of government agencies in carrying out their activities will always try to achieve results according to the goals set.

This goal will not be realized without the active role of employees as a component of the organizational system. Employees have a significant role in every organizational activity because employees become planners, actors, and determinants of organizational system goals. On the other hand, work motivation is also one of the determinants of performance because work motivation is the energy that moves a person who is directed or directed to achieve goals. The work motivation can be through salary, working relationships, working conditions, the work itself, leadership policies, recognition from leaders and co-workers, opportunities for advancement, responsibilities. Work motivation in organizations is also fundamental because low work motivation can also affect low performance. This will increase employee productivity so that it affects the achievement of goals. Thus, work motivation has a reasonably close relationship with a worker's pursue of a goal.

According to Sunyoto (2013) [9], work motivation is a condition that encourages the desire of individuals to carry out certain activities to achieve their desires. In government organizations, the leadership distributes work to subordinates to be done well and integrated to the desired goals.

The problem is how to create human resources that can produce optimal performance. Work Culture and work motivation are part of the factors that can affect the creation of employee performance. Unconducive work culture and low work motivation can result in low employee performance. From the results of the researchers' initial observations that the performance of education staff in 7 faculties, three institutions and Postgraduates, and several Technical Implementation Units (UPT) such as libraries and others in the Unima environment has not been as expected.

In addition to work culture, the problems in work motivation are the lack of attention from the leadership to some employees in a job and the lack of cooperation between several employees in completing the work given by the leadership. So that with these conditions will affect the performance of employees; as a result, the purpose of completing the work is still not as expected. Furthermore, as there are several employees in completing their work, they are often not done directly, resulting in their work not being as expected, the lack of feedback to employees who have good performance. For example, there is no evaluation of employees who do not work optimally. There is still a lack of tools and facilities for employees to do their work, resulting in less than optimal employee performance. Such as the limitations of computers, printers, and filing cabinets in the workspace. Referring to the description above, researchers are interested in conducting research on employee performance influenced by organizational culture and employee motivation. The title can be formulated as follows: *The Influence of Work Culture and Work Motivation on Employee Performance at the Manado State University.*

B. Research Method

This study uses a quantitative research approach. Quantitative research is research used to answer problems through careful measurement techniques on specific variables to produce conclusions that can be generalized, regardless of the context of time and situation and the type of data collected, especially quantitative data [10]. The population in this study is the overall characteristics associated with the variables of work culture, work motivation, and performance of Unima employees. Population members are all employees at UNIMA, with 335 people spread

over 6 (six) work units. Based on the sample (n) = 182, the proportion of sample members of each work unit is obtained. The data collection technique used in this research is a questionnaire. This questionnaire measures the variables in this study by providing questions given to the subject or sample members as respondents. The classical assumption test is carried out to produce an accurate analysis. A regression equation should be free from classical assumptions that must be met, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests [11]. Tests were conducted based on research on all independent variables consisting of work culture and work motivation, as well as the dependent variable of employee performance. Data analysis in this study used: normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, significant simultaneous test (F test), partial effect significant test (t-test), and coefficient of determination (R²).

C. Results and Discussion

1. The Influence of Work Culture on Employee Performance

Tabel 1.1 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2,554	2,976		-,858	,392
	Work Culture	,506	,063	,484	8,093	,000
	Motivasi Kerja	,533	,074	,432	7,227	,000
a. Dependent Variable: Work Motivation						

The results of data analysis reveal that work culture has a positive and significant effect on employee performance. This confirms that the stronger the employee's work culture, the better his work performance. Therefore, taking into account the regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 39 of 2012 concerning the actualization of work culture, it can be said that employees who understand the meaning of work are good/positive towards what they do. Therefore, the work environment and respect time will have the potential to achieve good work results.

Therefore, work culture must be grown and developed for all individuals/employees or organizations connected with changes and developments in the organizational environment. Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 39 of 2012 concerning Guidelines for the Development of Work Culture explains the basic principles of work culture as follows:

- 1) Work culture is derived from organizational culture.
- 2) Work culture results from the internalization process of organizational values expressed in daily work behavior.
- 3) Work culture is a mental attitude developed to seek improvement, refinement, and improvement constantly.
- 4) Work culture is developed, among others, by considering religious teachings, constitution (laws and regulations), local social and cultural conditions.
- 5) Changes in work culture must be planned, structured, comprehensive, and sustainable.
- 6) Work culture is implanted or changed through changes in organizational values.

For this reason, in the context of bureaucratic reform in improving employees' service performance as bureaucratic apparatus, the targets of bureaucratic reform include changes in the mindset of the apparatus in this regard with the work culture. Bureaucratic reform to realize a clean, accountable, effective, efficient government and provide quality services also aims to build public trust in the government [12]. On the other hand, public trust can also benefit governance, including reducing transaction costs in administering the government, increasing government legitimacy, and increasing social capital, especially in the relationship between government and society.

According to Witjaksono (2015), in reference [13] that to create a clean, competent, and serving bureaucracy, the government and all of us believe that such a government bureaucracy can encourage successful development in other fields. Therefore, the characteristics of a clean, competent, and serving bureaucracy are as follows:

- a. Clean bureaucracy, namely high integrity, high resilience, anti-corruption - Free from abuse of authority, collaborative, democratic, and participatory leadership.
- b. Competent bureaucracy, namely professional, required competence, expert, skilled; understand, understand, and broad-minded. So keep learning, knowledge manager for the organization.
- c. A bureaucracy that serves is happy to serve, highly empathetic; work together, extensive network; customer oriented; put the public interest first. not counting, or chasing bonuses. polite, careful, serve with heart and wholeheartedly.

In the context of creating a clean, competent, and serving bureaucracy, Adiperdana (2015), in reference [13], argues that it must demand immediate and rapid improvements or changes or known as mental revolutions, regarding changes in the mindset of the apparatus, culture, and institutional structure.

With changes like this will create an increase in public confidence in the government. As emphasized by Widjinarko (2015), to encourage contextualization of bureaucratic reform, every agency needs to develop dynamic governance based on values and culture. The dynamic governance framework, which is based on the principles of anticipatory, reflective, and innovative thinking (think ahead, think again, think across), is one of the frameworks of thought and work that government agencies can use. With the contextualization of bureaucratic reform, the government is better prepared institutionally to solve the problems it is currently facing and has the right mental capital to face other challenges in the future. The results of this study are in line with the research of Syafaruddin (2018) and Siregar, et al (2010) which revealed that work culture affects employee performance [14].

2. The Effect of Work Motivation on Employee Performance

The results showed that the effect of work motivation on employee performance showed a positive and significant direction. Work motivation on employee performance is positive, meaning that the higher the employee's work motivation will contribute to improving employee performance. Meanwhile, the effect of work motivation on employee performance is significant, meaning that employee work motivation is a factor/variable that cannot be ignored to improve employee performance.

The results of this study indirectly confirm that employees who show low performance are caused by low work motivation. Work motivation is a condition or energy that moves employees to do work directed or focused on achieving organizational goals. According to Saleh and Nisa (2006) [15], the motivational function has three main components, namely:

1. Move; In this case, motivation is the strength of the individual, bringing someone to act in a certain way. For example, the power in terms of memory, effective responses, and the tendency

to get pleasure.

2. Directing; means that motivation directs behavior. Thus it provides a goal orientation. Individual behavior is directed towards something.
3. Support; meaning that motivation is used to maintain and sustain behavior, the surrounding environment must strengthen the intensity and direction of individual drives and strengths.

McClelland's work motivation that influences and encourages performance achievement is called the need for achievement motivation. McClelland formulated this motivation based on the need that underlies the motive. According to Mc. Clelland [16] that humans have three needs that underlie a person's motives, namely:

1. The need for achievement (n-ach) as the need for achievement, which reflects the drive for responsibility for solving problems related to the desire to do the best because it is considered good, not just getting prizes or recognition and achievements.
2. The need for power (n-pow) is the need for power which is a reflection of the drive to achieve authority and is related to the desire to control and influence others.
3. The need for affiliation (n-aff) is the need for affiliation, which is an urge to interact with other people, be with other people, do not want to do something that harms others, and is related to the desire to form, maintain or renew more effective relationships with others.

Of the three needs, achievement (n-ach) is the most potent need that affects a person's behavior. Murray (1938) explains that achievement motivation (n-Ach) is conceptualized by where "achievement people" is people who constantly strive to achieve success in various situations where performance can be evaluated based on several standards. McClelland and colleagues (1953) view that n-Ach is a motive that can be learned, and other social motives result from reward and punishment. Furthermore, McClelland [17] states that individuals who are high in n-Ach are more likely to be involved in activities or tasks that have a high level of individual responsibility for the results, require individual skill and effort, have a moderate level of risk and include feedback. Clear feedback on performance when compared to those with low n-Ach levels.

Characteristics of people who have high achievement motives are:

- a. Have a high level of personal responsibility
- b. Dare to take and take risks
- c. Have realistic goals
- d. Have a comprehensive work plan and strive to realize the goals
- e. Utilize concrete feedback in all activities undertaken.
- f. Looking for opportunities to realize the plans that have been programmed (McClelland)[16]

The results of this study are in line with the results of research by Syafaruddin (2018), Bhima Nata Hadi Sury (2018), and Sri Rahmawani (2008), which state that motivation (achievement motivation) affects employee performance.

4. Effect of Work Culture and Work Motivation Simultaneously on Employee Performance

Tabel 1.2. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7184,038	2	3592,019	262,941	,000 ^b
	Residual	2445,302	179	13,661		

Total	9629,341	181			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Work Culture, Work Motivation					

Tabel 4.6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,864 ^a	,746	,743	3,696	,746	262,941	2	179	,000
a. Predictors: (Constant), Work Culture, Work Motivation									

The study results reveal that work culture and work motivation simultaneously have a significant effect on employee performance. This means that employees with a strong work culture accompanied by high work motivation will achieve high work results or performance. These results indirectly explain that every effort made to improve employee performance must pay attention to and involve and not ignore work culture and work motivation because these two aspects are related to work attitudes and behavior.

However, the results of this study reveal that employee performance is not only influenced by these two aspects/variables (work culture and work motivation). The contribution or contribution of these two variables to employee performance is 74.60%, while other variables determine the rest (25.40%). According to Kasmir (2016), 13 factors affect performance, namely:

- 1) Ability and expertise, namely the ability or skill a person have in doing a job. The more you have the ability and expertise, the more you will complete the work correctly, following what has been set. This means that employees who have better abilities and expertise will provide good performance and vice versa. Thus the ability and expertise will affect a person's performance.
- 2) Knowledge, namely knowledge about work. Someone who has good knowledge of work will give good work results, and vice versa. So it can be concluded that knowledge about work will affect performance.
- 3) Work Design, namely the design of work that will facilitate in achieving its goals. This means that if a job has a good design, it will make it easier to carry out the work correctly and correctly. Moreover, vice versa, it can be concluded that job design will affect a person's performance.
- 4) Personality, namely a person's personality or character possessed by a person. Everyone has a personality or character that is different from one another. Someone who has a good personality or character will be able to do work thoughtfully and responsibly so that the work results are also good.
- 5) Work Motivation, namely the encouragement for someone to do work. Suppose the employee has a strong drive from within or outside himself (for example, from the organization). In that case, the employee will be stimulated or motivated to do a good job. In the end, encouragement

or stimulation from within and outside a person will produce a good performance.

- 6) Leadership, namely the behavior of a leader in regulating, managing, and ordering his subordinates to do a task and his responsibilities.
- 7) Leadership Style, namely the style or attitude of a leader in dealing with or ordering his subordinates.
- 8) Organizational Culture, namely the habits or norms that apply and are owned by an organization. These habits or norms regulate things that apply and are generally accepted and must be obeyed by all organization members.
- 9) Job Satisfaction, namely feelings of pleasure or joy, or feelings of liking someone before and after doing a job. If employees feel happy or happy or like to work, then the work will be good too
- 10) Work environment, namely the atmosphere or conditions around the work location. The work environment can be in space, layout, facilities, infrastructure, and working relationships with co-workers.
- 11) Loyalty, namely the loyalty of employees to keep working and defend the organization where they work. This loyalty is shown by continuing to work earnestly even though the organization is not in good condition.
- 12) Commitment, namely employee compliance to carry out organizational policies or regulations at work. Commitment can also be interpreted as an employee's compliance with the promises he has made. Alternatively, in other words, commitment is compliance to carry out the decisions that have been made.
- 13) Work Discipline, namely the efforts of employees to carry out their work activities seriously. Work discipline, in this case, can be on time; for example, coming to work is always on time. Then discipline in doing what was ordered to him, following the orders that must be done. Disciplined employees will affect performance.

D. Conclusion

The results of the study were concluded as follows:

1. Work culture has a positive and significant effect on employee performance at Unima. Thus the first research hypothesis is accepted.
2. Work motivation has a positive and significant effect on employee performance at Unima. Thus the second research hypothesis is accepted.
3. Work culture and work motivation have a positive and significant effect on employee performance at Unima. The magnitude of the relationship between work culture and work motivation simultaneously with employee performance at Unima is 86.40%. In comparison, the contribution is 74.60%, and the rest (23.40%) the government and tourism actors, which is still lacking or has not been carried out regularly.

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