

Effect of Motivation and Organizational Culture on Employee Performance in the Regional Government of Boalemo Regency

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A B S T R A C T

This research aims to analyze effect of motivation and organizational culture on employee performance in the Regional Government of Boalemo Regency. This research uses explanatory research. Population in the study are all employees of the Regional Government of Boalemo Regency consisting of the Secretariat, Agency, Department, District, and General Hospital with a total population of 1,569. Sample is 236 permanent employees using proportional random sampling techniques. Hypothesis testing in this research uses multiple linear regression tests via partial test. The research results show that motivation has a positive and significant effect on employee performance in the Regional Government of Boalemo Regency. Organizational culture has a positive and insignificant effect on employee performance in the Regional Government of Boalemo Regency

INTRODUCTION

The development of globalization requires all parties, both individually and in groups, to continue to compete in the world arena. It can no longer be denied that those who have the ability to compete will survive. Those who don't have the ability will be marginalized or just become spectators. In line with the development of globalization, the government demands that employees from central to regional levels continue to improve their abilities to be able to provide good services to the community. Government services must continue to be improved. Therefore, administering government requires people who are able and willing to carry out their duties and responsibilities to participate in development and community activities in an efficient and effective manner (Sinungan, 2000).

Good and appropriate use of human resources is the best way to maintain survival and growth in the future. Because the main component in an organization is human resources. Humans are planners and active actors in every activity both inside and outside the organization. In other words, the strength of an organization is the people in the organization who are invaluable assets (Dale, 2003).

State civil servants, hereinafter referred to as state civil servants, are civil servants and government employees with work agreements who are appointed by civil service development officials and assigned duties in a government position or entrusted with other state duties and are paid based on statutory regulations. Civil Servant Management is the management of civil servants to produce civil servants who are professional, have basic values, professional ethics, are free from political interference, are free from practices of corruption, collusion and nepotism.

Civil servants are state apparatus resources tasked with providing services to the community in a professional, honest, fair and equitable manner in carrying out state, government and development duties on the basis of loyalty and obedience to Pancasila and the 1945 Constitution. The position and role of civil servants in Indonesia is very important in running a clean and authoritative government. Therefore, administering government requires people who have high integrity.

LITERATURE REVIEW

The Regional Government of Boalemo Regency, in its main tasks and functions of administering government in the Regency, is carrying out government administration, community development and development, administrative development, organization and management as well as formulating policies and coordinating regional services and regional technical institutions. In order to carry out these duties and functions, knowledge and skills are required that are appropriate to each field of work. The demands for service implementation must be met by state officials and must be able to keep up with developments in society while also having high professional capabilities. Likewise, to achieve this goal requires quality resources, both material and human resources (Swastha, 2007).

To achieve good performance, leaders are needed who are able and willing to work together within the organization and have high responsibility and integrity to be able to manage existing resources, especially human resources as the main driver. One factor that influences performance is leadership. The quality of leaders is often considered the most important factor in organizational success or failure, because society generally considers that the success of an organization is associated with the quality and behavior of its human resources, both as leaders and subordinates (Dessler, 2004).

In order to maintain and improve service quality and productivity, of course various parties involved in the organization must pay attention to employee needs so that employee performance can increase. High employee performance will be realized if the people involved in the organization have compatible views and thoughts, strong motivation to realize organizational goals, so that they carry out their daily work tasks based on a high sense of responsibility.

Another problem that is still often encountered is that there are still employees who do not come to work for unclear reasons without reporting to the management or to the workplace, leaving the office for personal purposes during working hours, even though the management is on site. On the other hand, leaders provide opportunities for employees to submit opinions in decision-making delegate tasks and work in accordance with the employee's abilities and capacities, and strive to establish communication with subordinates in the form of holding meetings with all employees in an effort to solve the problems faced and the work to be done. implemented (Danim, 2004).

Governance can be assessed from the reflection of performance achievements. Good government performance results from a clean and authoritative apparatus in accordance with the work results achieved. The organizational performance of the Boalemo Regency Government in general is not yet optimal, this is due to, among other things: a mismatch between employee abilities and job demands, a lack of culture of

cooperation between employees and organizational leaders, less than optimal organizational ability to accommodate change, availability of infrastructure that has not kept up with developments in science and technology, lack of building trust. Thus, more comprehensive and sustainable treatment is needed in order to improve the quality and productivity of employee work, by optimizing the use of available resources in order to achieve the organization's vision and mission so that it can benefit society.

This research aims to analyze Effect of motivation and organizational culture on employee performance in the Regional Government of Boalemo Regency.

METHODOLOGY

The research approach is a comprehensive method of research covering things that the researcher will do starting from creating hypotheses and their operational implications to the final analysis of the data which is then concluded and suggestions are given. A research design states both the structure of the research problem and the investigation plan that will be used to obtain empirical evidence regarding the relationships in the problem. This research uses explanatory research, namely causality by explaining a relationship between selected research through hypothesis testing (Pandiangan et al., 2023). This type of research is chosen considering that the objectives to be achieved include efforts to explain the relationships and influences that occur between questionnaires as a primary data collection tool. This research approach uses a postpositivist paradigm or also called positivism. This paradigm develops scientific knowledge (such as thinking about cause and effect, reduction to variables, hypotheses and specific statements using observational measurements and theory testing). Therefore, anyone who will research this reality can observe or measure it, and if the observation or measurement is unbiased then the results of the research can be categorized as scientific knowledge (Kurdhi et al., 2023; Pandiangan., 2023).

The types of data used in this research are as follows:

1. Quantitative data, namely the data asked for in the form of numbers that can be calculated. In this research, quantitative data is included in the number of employees of the Regional Government of Boalemo Regency.
2. Qualitative data, namely data that cannot be expressed in the form of numbers. In this research, qualitative data is included in the existence of the research location, namely information about employees of the Regional Government of Boalemo Regency.

Population is a generalized area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Ratnawita et al., 2023). Population in the study are al employees of the Regional Government of Boalemo Regency consisting of the Secretariat, Agency, Department, District, and

General Hospital with a total population of 1,569. This research sample is part of the population taken as a data source and is able to represent the entire population (Yoppy et al., 2023). Sample is 236 permanent employees using proportional random sampling techniques.

Hypothesis testing in this research uses multiple linear regression tests via partial test. Partial test is to test how each independent variable individually influences the dependent variable (Hair et al., 2006).

RESULTS AND DISCUSSION

Respondent Characteristics

Gender shows that the majority of respondents are men, namely 71.6%, while the remaining 28.4% are women. Regarding the large number of men, this is quite reasonable because it is related to work.

Based on the age of the respondents, the majority are aged 31-40 years, namely 78 respondents or 33.0 percent, aged 41-50 years are 62 respondents or 26.3 percent, respondents aged >50 years are 52 respondents or 21.9 percent, smallest are respondents aged 21-30 years amounted to 44 respondents or 18.0 percent. The ages of respondents, it can be seen that some employees will enter retirement when their age is classified as less productive. From the data above, it is evident that there is a portion of employee human resources data at the Regional Government of Boalemo Regency. It can be concluded that the majority of employees will enter retirement or can be categorized as being at an age that is no longer productive, making it difficult to improve their performance because they are not focused on pursuing their work. his daily work.

Based on the length of service, it shows that the respondent's level of mastery of work and insight into government activities is very good, this is because the longer the employee works, the better they understand their duties and responsibilities. Most of the respondents' work period is 6-10 years, 69 respondents or 29.1 percent, 66 respondents' work period is 11-20 years or 27.9 percent, and 60 respondents' work period is 21-30 years or 25.4 percent. Employees who have worked for < 5 years are 31 respondents or 13.1 percent and employees who have worked > 30 years are 10 respondents or 4.2 percent. From the explanation above, it can be seen that the majority of respondents have a good understanding of the tasks and work they handle and have good insight into work activities at the Regional Government of Boalemo Regency.

Class or rank is one of the respondents' identities that can describe an employee's position, which can be measured based on the level of education at the time of first appointment as the basic rank for the period of work. This rank concerns the status of an employee's existence which is expected to increase work morale. The characteristics of the number of employees in the Regional Government of Boalemo Regency who are respondents are group III with 175 respondents or 74.2 percent,

group II with 33 respondents or 14.1 percent, group IV with 28 respondents or 11.9 percent. So it can be concluded that the employees at the Regional Government of Boalemo Regency who are respondents are generally group III, and already have sufficient experience and ability, both in carrying out their main duties and functions as employees at the Regional Government of Boalemo Regency.

Education level is used as a demographic aspect because education has an influence on increasing personal abilities, which is one of the independent variables in the research model. The better the educational level of an employee, it can be concluded that the employee has better personal abilities and this will have an impact on his performance. Based on the level of education, it shows that the majority are bachelor graduates, namely 57.2%, high school graduates, namely 18.9%, while master graduates are 16.7%, while the smallest number is diploma 3 graduates, namely 7.3%, this gives an illustration that the majority of respondents have the ability to think to carry out activities predetermined daily tasks.

Hypothesis Test Result

Table 1. Hypothesis Test Result

Variable	β	P-Value	Result
Motivation->Performance	0.374	0.000	Positive and Significant
Culture->Performance	0.676	0.062	Positive and Insignificant

The research results show that motivation has a positive and significant effect on employee performance in the Regional Government of Boalemo Regency. Motivation in this research consists of several indicators of work motivation statements, including extrinsic, and intrinsic motivation. The best-perceived indicator is intrinsic motivation. This can be used as a measure that intrinsic motivation has the most important role in forming work motivation. Several intrinsic motivation factors include work achievement, recognition of awards and praise, work responsibility, employee progress, and the possibility of development. Employee performance in this research is described into statement indicators which include quality, quantity, punctuality, attendance, and cooperation. The best-perceived indicator is employee attendance. The facts in the field based on the results of respondents' assessments of work motivation variables can be seen that the majority of respondents perceive good in assessing employee attendance levels. This means that if it is observed from actual empirical facts, employee responses to employee presence are closely related to the achievement of work performance results, recognition of awards and praise, work responsibilities, employee work progress, and the possibility of development which is considered to be quite good.

Furthermore, respondents' assessment of job responsibilities has the highest average value compared to other indicators. Respondents' statements regarding job responsibilities were considered quite good. The current conditions can be reflected in the attitudes or responses of employees in completing work by collaborating and forming team work at work, so that the work that has accumulated will be completed quickly because it is done together.

Organizational culture has a positive and insignificant effect on employee performance in the Regional Government of Boalemo Regency. Organizational culture this research explains several statement indicator items regarding organizational culture, including innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. Organizational culture indicators regarding team orientation are the dominant factors that are able to reflect organizational culture which is reflected in effective teamwork, work can run well. Meanwhile, employee performance in this research can be described into question indicators which include quality, quantity, punctuality, attendance, and cooperation. The indicator that is perceived to have the lowest value is the quality of employee work. From the descriptive results of respondents' answers, it can be seen that orientation towards work results has the lowest value compared to other variables. Statement of indicators for employee work results which include the work results achieved and the waste of time which is the basis for why organizational culture is unable to improve employee performance at the Regional Government of Boalemo Regency. Meanwhile, the loading factor value that has the lowest value is team orientation. However, this does not mean that team orientation has a low value and is unable to improve employee performance, but not all areas of the Regional Government of Boalemo Regency are able to carry out team work well, so that the assessment of the loading factor results is not able to improve performance effectively and efficiently.

CONCLUSIONS AND RECOMMENDATIONS

The research results show that motivation has a positive and significant effect on employee performance in the Regional Government of Boalemo Regency. Organizational culture has a positive and insignificant effect on employee performance in the Regional Government of Boalemo Regency.

Based on the research results and conclusions outlined previously, several suggestions can be developed for practitioners and researchers:

1. It is recommended that the Regional Government of Boalemo Regency continue to motivate its employees both from intrinsic and extrinsic factors by maintaining more comfortable working conditions, maintaining security in the work environment, and providing encouragement to employees to always be responsible at

work to prevent various possibilities that will arise developing to support improving the quality of its human resources.

2. It is recommended to the Regional Government of Boalemo Regency to improve the organizational culture in each regional work unit so that it further increases work results orientation in achieving work results each year and minimizes waste of work time that has nothing to do with office matters. This is done to reduce violations that occur and provides sanctions as a deterrent effect for employees who violate the rules and regulations established by the Regional Government of Boalemo Regency.
3. It is recommended that each regional work unit in the Regional Government of Boalemo Regency pay more attention to the quantity of employee work output by completing work on time, creating and submitting work programs periodically and complying with operational standards that have been determined in an organization.

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