

The Influence of Organizational Culture and Motivation on the Performance of Secretarial Unit Employees at the West Java Provincial Education Service

Moh Aep Nurjamad¹, Asep Junardi^{2*}

PASIM National University, Bandung

Corresponding Author: Asep Junardi asep.junar81@gmail.com

ARTICLE INFO

Keywords: Organizational Culture, Motivation, Employee Performance

Received: 9 June

Revised: 12 July

Accepted: 15 August

©2024 Nurjamad, Junardi: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The aim of this research is to find out how much influence organizational culture and motivation have on the performance of secretarial unit employees at the West Java Provincial Education Service. The research methods used are descriptive methods and associative methods. The population in this study was 129 employees. Based on the research results, it is known that descriptively the three variables, namely Organizational Culture, Motivation and Performance are in the Good category. And in associative research there is a partial and simultaneous positive influence on the variables Organizational Culture and Motivation on Performance. Partially, the influence of organizational culture on the performance of secretarial unit employees at the West Java Provincial Education Service is 43% and the influence of motivation on the performance of secretarial unit employees at the West Java Provincial Education Service is 40.1%. Simultaneously, the influence of organizational culture and motivation on the performance of secretarial unit employees at the West Java Provincial Education Service is 83.1%

INTRODUCTION

Human resources are one of the most valuable assets owned by a company, because humans are the only resource that can mobilize other resources. Human resources need to be managed well to improve employee performance. One of the important problems faced by leaders is how to improve employee performance so that it can support the successful achievement of goals. Thus, the element of human resources is a key factor that an organization must maintain in line with the demands that companies continually face to answer every existing challenge. Therefore, efforts to maintain quality human resources are the main step for a company.

Provincial Education Department Java West as element local government province Java West, responsible answer Good technical And administrative implementation of Education services within the Java Provincial Government West in level unit Education SENIOR HIGH SCHOOL, vocational school And SLB.

Researchers have conducted a pre-survey on 20 people. The phenomena that occur are related to organizational culture that is not optimal, work motivation that is not optimal and employee work performance that is not optimal when working.

Based on the explanation based on the background stated above, in general this research aims to examine how much influence organizational culture and work motivation have on the performance of secretarial unit employees at the West Java Provincial Education Service.

Based on the description above, the researcher is interested in conducting research with the title "The Influence of Organizational Culture and Motivation on the Performance of Secretarial Unit Employees at the West Java Provincial Education Service.

THEORETICAL REVIEW

Organizational Culture

Darmawan (2013:143) Organizational culture is a set of values, beliefs and attitudes Which can adapt as well as push involvement employee can clarify the goals and strategic direction of the organization as well as which always elaborate and teaching organizational values and beliefs can help the organization reach that growth more tall

The following dimensions of Organizational Culture are taken based on opinions according to Darmawan (2013: 129). Namely implementation of norms. implementation of belief values and philosophy, implementation of codes of ethics, implementation of ceremonies, history of the organization.

From this theory it can be concluded that organizational culture is a system pattern that organizes employees to build togetherness between employees and functions as an identity, social rule, building commitment of members so that an organization can overcome internal and external problems.

H1 :There is an influence of organizational culture on the performance of Secretariat Unit employees at the West Java Provincial Education Service.

Motivation

Motivation is encouragement to series process behavior man on achievement objective. Whereas element Which contained in motivation includes the elements of generating, directing, maintaining, showing intensity, nature Keep going continuous and there is a purpose. (Wibowo, 2014:323).

The following are the dimensions of motivation according to Wibowo (2014: 162), namely the need for achievement , the need to expand social relationships , the need For control something work.

It can be concluded that motivation is giving encouragement, building up motivation or things that give rise to encouragement or circumstances that give rise to enthusiasm. It can also be said that motivation is a factor that can trigger someone to act in a certain way.

Researchhers, can draw conclusions that performance is the way of work and the work results of an employee working in a company.

H2: There is an influence of motivation on the performance of Secretariat Unit employees at the West Java Provincial Education Service .

Employee Performance

Performance Employee is results Work in a way quality And quantity Which achieved by a employee in carry out his task in accordance with not quite enough answer Which given to her. (According to Mangkunegara, 2016: 67).

The following dimensions according to Mangkunegara (2016:129) are quality of work, quantity of work, responsibility, cooperation and initiative.

H3: There is an influence of organizational culture and motivation on the performance of Secretariat Unit employees at the West Java Provincial Education Service.

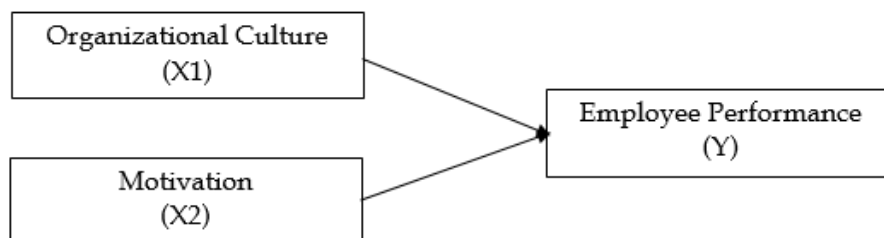


Figure 1. Research Paradigm

METHODOLOGY

Research Design

Research design is a research design that is used as guidelines for conducting the research process. The research design will be useful for all party Which involved in process study, Because step in conducting research refers to the research design that has been created in the research This researcher take method descriptive And associative.

Population and Sampling Techniques

- **Population**

Population is region generalization Which consists on, object or subjects that have certain qualities and characteristics determined by researcher For studied And Then withdrawn in conclusion, Sugiyono (2017:19). Population from study This is Employee units Secretariat on education authorities Province Java West as much 190 employee.

- **Sample**

Sample is part from population. Sample containing subject or member Which chosen of the population Soedibjo (2013:125). Sample in research This using the Yamane, S. Soedibjo (2013:141) formula with precision and accuracy as big as 5% . obtained that sample in study This is as much 129 Employee.

Operational Variables

According to (Sugiyono, 2017, hal. 38)the definition, operational variables in research are basically anything in any form that is determined by the researcher to be studied so that information about it is obtained, then conclusions are drawn. Based on the explanation above, the following is the variable operationalization table in this research:

Table 1. Variable Operationalization

Variable	Definition	Dimensions	Indicator	Scale	Item
Organizational Culture (X1)	Organizational culture is a set of values, beliefs and attitudes that can adapt and encourage employee involvement, can clarify the goals and strategic direction of the organization and which always outlines and teaches organizationa	Implementation of Norms	Follow the rules that have been set	Ordinal	1
			Understand the rules that have been set	Ordinal	2
		Implementation of Values	Implementation of ethical and moral values	Ordinal	3
			Implementing moral norms and codes of ethics	Ordinal	4
		Beliefs and Philosophy	Compensation as needed	Ordinal	5
			Employees are an important asset	Ordinal	6

Variable	Definition	Dimensions	Indicator	Scale	Item		
	l values and beliefs and can help the organization achieve higher growth. (Darmawan, 2013, p. 143)	Implementation of the Code of Ethics	Guidelines for good behavior at work and outside of work	Ordinal	7		
			Execute current guidelines	Ordinal	8		
		Carrying out the Ceremony	Adhering to the culture at work	Ordinal	9		
			Cultural improvement and renewal	Ordinal	10		
		Organizational History	Carry out a culture that has existed since its founding	Ordinal	11		
			Support existing culture	Ordinal	12		
		Motivation	Wibowo (2014:323) Motivation is the encouragement of a series of human behavioral processes in achieving goals.	The need for achievement	Work according to the time specified	Ordinal	13
					Work according to responsibility	Ordinal	14
The need to expand relationships	Communication goes well between colleagues			Ordinal	15		
	Maintaining friendship as a big family at work			Ordinal	16		
The need to master a job	The Education Department appreciates employees with good achievements			Ordinal	17		
	The education department appreciates employees			Ordinal	18		

Variable	Definition	Dimensions	Indicator	Scale	Item
			who have high dedication		
Performance	Irham Fahmi (2016:127) Employee performance is the result obtained by an organization, whether the organization is <i>profit oriented</i> or <i>non-profit</i> , which is produced over a period of time.	Work quality	Work neatly and thoroughly	Ordinal	19
			Leaders pay attention to the quality of employee performance	Ordinal	20
		Work Quantity	Work according to target	Ordinal	21
			Leaders pay attention to employee performance that can achieve targets	Ordinal	22
		Cooperation	Work together in a team	Ordinal	23
			Leaders pay attention to employees who are good at teamwork	Ordinal	24
		Responsibility	Complete work with a sense of responsibility	Ordinal	25
			Appreciate employees who have a sense of responsibility, both team and individual	Ordinal	26
		Initiative	Initiative in completing work	Ordinal	27
			Leaders give employees freedom to take initiative	Ordinal	28

Source: Created by Researchers, 2023

RESULTS
Descriptive Analysis Results

Table 2. Results of Descriptive Analysis of Organizational Culture (X1)

Dimensio ns	Question	SS (5)		S (4)		RR (3)		T.S. (2)		STS (1)		Weig ht	Catego ry
		F	B	F	B	F	B	F	B	F	B		
Impl emen tatio n of Norm s	I follow the rules that have been set	38	190	69	276	12	36	7	14	3	3	519	GOOD
	I understand that the rules made can provide benefits for officers	17	85	62	248	36	108	12	24	2	2	467	GOOD
Impl emen tatio n of Valu es	Leaders emphasize the implementation of ethical values and moral norms	47	235	63	252	19	57	0	0	0	0	544	GOOD
	I implement moral norms and codes of ethics at work	55	275	33	220	7	21	7	14	5	5	535	GOOD
Belie fs and Philo soph y	Providing compensati on according to the elements of human needs in fulfilling their daily needs	77	385	39	156	5	15	2	4	6	6	566	VERY GOOD
	DISDIK treats employees as an important asset	15	57	36	144	54	162	23	46	1	1	428	PRETT Y GOOD
Impl emen tatio n	DISDIK has guidelines for regulating	61	305	37	148	19	57	11	22	1	1	533	GOOD

Dimensio ns	Question	SS (5)		S (4)		RR (3)		T.S. (2)		STS (1)		Weigh t	Catego ry
		F	B	F	B	F	B	F	B	F	B		
Code of Ethics	employees to behave well while working												
	I follow the guidelines that are already in place	23	155	62	248	34	102	8	16	2	2	483	GOOD
Carrying out the Ceremony	I adhere to the existing work culture	30	150	68	272	20	60	6	12	5	5	499	GOOD
	DISDIK improves and updates culture in accordance with current developments	79	395	37	148	3	9	8	16	2	2	570	VERY GOOD
Organizational History	DISDIK carries out a work culture that has existed since its founding	42	210	78	312	3	9	3	6	3	3	540	GOOD
	I support the existing work culture to create good work behavior	33	165	59	236	24	72	11	22	2	2	497	GOOD
Average actual weight of the Organizational Culture variable (X1)												515.1	GOOD

Source: Data Processed by Researchers, 2023

Based on the table above, it shows that the actual weighted average value for perceived organizational culture is 515.1, which is rounded to 515. Because this value is in the range 441-544, the results of the descriptive analysis show that the organizational culture variable is included in the "Good" category. There is the lowest weight value in the statement " DISDIK treats employees as an important asset " with an actual weight value of 428, this value is in the Fairly Good category. This is due to the lack of rewards or appreciation for employees. As well as the statement " DISDIK improves and updates culture in accordance

with current developments " with a weight value of 570, this value is included in the very good category. This is because the Education Department really follows and makes very good use of current technological developments.

Table 3. Motivation Descriptive Analysis Results (X2)

Dimen sions	Question	SS (5)		S (4)		RR (3)		T.S. (2)		STS (1)		Weig ht	Catego ry
		F	B	F	B	F	B	F	B	F	B		
The need for achievement	I try to do the work according to the time specified	34	170	70	280	22	66	1	2	2	2	520	GOOD
	I work according to my duties and responsibilities	36	180	69	276	16	48	7	14	1	1	519	GOOD
The need to expand relationships	I communicate well with my co-workers	63	315	50	200	6	18	8	16	2	2	551	VERY GOOD
	I maintain friendships as part of a large family	17	85	34	136	54	162	23	46	1	1	430	PRETT Y GOOD
The need to master a job	Leaders appreciate employees who work well as role models for other employees	38	190	50	200	32	96	7	14	2	2	502	GOOD
	Leaders appreciate employees who work with dedication	35	175	64	256	17	51	10	20	3	3	505	GOOD
Average actual weight of the Motivation variable (X2)												504.5	GOO D

Source: Data Processed by Researchers, 2023

Based on the table above, it shows that the actual weighted average value for perceived motivation is 504.5 which is rounded to 505. Because this value is in the range 441-544, the results of the descriptive analysis show that the organizational culture variable is included in the "Good" category. There is the lowest weight value in the statement " I maintain friendships as part of a large family " with an actual weight value of 430, this value is in the Fairly Good category. This is due to the lack of togetherness that exists between employees. And the statement " I communicate well with my co-workers " with a weight of 551, this score is in the very good category. This is because communication between employees runs well.

Table 4. Results of Descriptive Analysis of Employee Performance (Y)

Dimen sions	Question	SS (5)		S (4)		RR (3)		T.S. (2)		STS (1)		Weig ht	Catego ry
		F	B	F	B	F	B	F	B	F	B		
Work quality	I work neatly and thoroughly regarding work results	30	150	74	296	15	45	9	18	1	1	510	GOOD
	Leaders prioritize employees who can complete their work according to targets	42	210	62	248	15	45	9	18	1	1	522	GOOD
Work Quanti ty	I try to work according to the agreed targets	26	130	52	208	28	84	17	34	6	6	462	GOOD
	Leaders pay attention to employees so that they work according to the targets set	15	75	34	136	56	168	23	46	1	1	426	PRETT Y GOOD
Coope ration	I can work together in a team	53	265	57	228	8	24	8	16	3	3	536	GOOD
	Leaders pay attention to cooperation between employees	30	150	99	396	0	0	0	0	0	0	546	VERY GOOD

Dimen sions	Question	SS (5)		S (4)		RR (3)		T.S. (2)		STS (1)		Weig ht	Catego ry
		F	B	F	B	F	B	F	B	F	B		
	in achieving team targets												
Respo nsibilit y	I complete my work responsibly	40	200	73	292	6	18	6	12	4	4	526	GOOD
	Leaders appreciate employees who maintain their responsibilities at work	34	170	74	296	7	21	9	18	5	5	510	GOOD
Initiati ve	I always take the initiative to complete work when I encounter difficulties	47	235	66	264	6	18	6	18	1	1	536	GOOD
	Leaders give authority to take work-related initiatives to employees	61	305	57	228	5	15	5	10	1	1	559	VERY GOOD
Average actual weight of Performance variable (Y)												513.3	GOOD

Source: Data Processed by Researchers, 2023

Based on this , the actual weighted average value for performance perception is 513.5 which is rounded to 513. Because this value is in the range 441-544, the results of the descriptive analysis show that the organizational culture variable is included in the "Good" category. There is the lowest weight value in the statement " Leaders pay attention to employees so they work according to the targets set " with an actual weight value of 426, this value is in the Fairly Good category. This is due to the leader's lack of attention to employees who can complete their work by achieving targets. As well as the statement " Leaders give authority to take work-related initiatives to employees " with a weight value of 559, this score is in the very good category. This is because employees have the freedom to take initiative regarding their work so that the work can be completed well.

Results of the Influence of Organizational Culture and Motivation on the Performance of Secretarial Unit Employees at the West Java Education Service To see the significance results, you can see the multiple linear regression output results below:

Table 5. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,902	1,536		2,541	.012
	ORGANIZATIONAL CULTURE	,414	,077	,482	5,352	,000
	MOTIVATION	,684	.137	,450	4,989	,000

a. Dependent Variable: PERFORMANCE

Source: SPSS Software Output Results, 2023

Based on the results of the analysis in table 6, it is obtained:

$$Y = 3.902 + 0.414X_1 + 0.684 X_2$$

These results can be explained as follows:

- a. The variables Organizational Culture and Motivation each have a positive influence on performance.
- b. The constant value (β) has a positive sign of 3.902, which indicates that there is an influence between the independent variable and the dependent variable. This shows that if the Organizational Culture and Motivation variables are assumed to be 0, then the performance value is 3.902, corresponding to a positive sign.
- c. The coefficient value for the Organizational Culture variable (X_1) is positive 0.414. This value shows that the Organizational Culture variable has a positive influence on the Performance variable (Y) and for the Motivation variable (X_2) it is positive 0.684. This value shows that the Motivation variable has a positive influence on Performance variable (Y).

Table 6. Results of Simultaneous Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.831	.828	2.70062

a. Predictors: (Constant), MOTIVATION, ORGANIZATIONAL CULTURE

Source: SPSS Software Output Results, 2023

According to table 4.45, the independent variables Organizational Culture and Motivation are able to have an influence of 83.1% on performance. The coefficient of determination test result (R Square) is 0.831 or 83.1%.

Table 7. Results of Pearson Correlation Determination Coefficient Analysis

		Correlations		
		ORGANIZATIONAL CULTURE	MOTIVATION	PERFORMANCE
ORGANIZATIONAL CULTURE	Pearson Correlation	1	.913**	.893**
	Sig. (2-tailed)		.000	.000
	N	129	129	129
MOTIVASI	Pearson Correlation	.913**	1	.890**
	Sig. (2-tailed)	.000		.000
	N	129	129	129
KINERJA	Pearson Correlation	.893**	.890**	1
	Sig. (2-tailed)	.000	.000	
	N	129	129	129

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Software Output Results, 2023

Based on the table above, it can be seen that the Pearson correlation value for Organizational Culture is 0.893 and the Pearson correlation value for Motivation is 0.890.

Table 8. Results of Partial Determination Coefficient Analysis

Partial Determination Coefficient Test			
Variable	Standardized Coefficients Beta	Pearson Correlation (Zero Order)	%
Organizational culture	0.482	0.893	43.0%
Motivation	0.450	0.890	40.1%
TOTAL			83.1%

Source: Data Processed by Researchers, 2023

Then, to determine the partial influence on each variable, the following calculations are carried out:

1. Organizational Culture Variable (X1) = $0.482 \times 0.893 \times 100\% = 0.4304 = 43\%$.
2. Motivation Variable (X2) = $0.450 \times 0.890 \times 100\% = 0.4005 = 40.1\%$.
3. $0.4304 (X1) + 0.4005 (X2) = 0.8309 = 83.1\%$.

Based on the calculations above, it can be seen that the results of the partial coefficient of determination test are that the greatest influence of the Organizational Culture variable (X1) is 43% while the Motivation variable (X2) of 40.1%. So according to the results of the simultaneous determination coefficient test of the 2 variables, a value of 83.1% was obtained.

DISCUSSION

The Influence of Organizational Culture on the Performance of Employees in the Secretariat Unit at the West Java Education Service

Based on the results of research that has been carried out in table 4.44, the results of the Multiple Linear Regression Test show that the Organizational Culture variable has a positive influence on the Performance variable of 0.414. The results of this research indicate that the Organizational Culture variable partially has a significant effect on the Performance variable.

The Organizational Culture variable has a standardized coefficient beta value of 0.482 and a Pearson correlation zero order value of 0.893. Using the calculation below to find out how much partial influence the Organizational Culture variable has on the Performance variable:

Organizational Culture Variable (X1) = $0.482 \times 0.893 \times 100\% = 0.4304 = 43\%$. So it can be concluded that the influence of organizational culture on employee performance in the Secretariat Unit at the West Java Provincial Education Service is 43%.

The Influence of Motivation on the Performance of Employees in the Secretariat Unit at the West Java Education Service

Based on the results of research that has been carried out in table 4, the results of the Multiple Linear Regression Test show that the Motivation variable has a positive influence on the Performance variable of 0.684. The results of this research indicate that the Motivation variable partially has a significant effect on the Performance variable.

The Motivation variable has a standardized coefficient beta value of 0.450 and a Pearson correlation zero order value of 0.890. Using the calculation below to find out how much partial influence the Motivation variable has on the Performance variable:

Motivation Variable (X2) = $0.450 \times 0.890 \times 100\% = 0.4005 = 40.1\%$. So it can be concluded that the influence of motivation on employee performance in the Secretariat Unit at the West Java Provincial Education Service is 40.1%.

The Influence of Organizational Culture and Motivation on Employee Performance in the Secretariat Unit at the West Java Education Service

Based on research results, the influence of organizational culture and motivation on performance has a significant effect. The coefficient of determination test result (R Square) obtained a value of 0.831 or 83.1%, which means that the variables Organizational Culture and Motivation simultaneously or together were able to have an influence on performance of 83.1%. Meanwhile, the remaining 16.9% was influenced by other factors that were not researched.

So it can be concluded that the influence of Organizational Culture and Motivation on employee performance in the Secretariat Unit at the West Java Provincial Education Service is 83.1%.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

From the results of data analysis and discussions that have been carried out in this research and in accordance with the research objectives, it can be concluded as follows:

1. The Organizational Culture of Employees in the Secretariat Unit at the West Java Provincial Education Service received an average score of 515.1, which was rounded up to 515, including in the "Good" category.
2. Employee Motivation in the Secretariat Unit at the West Java Provincial Education Service received an average score of 504.5 which was rounded up to 505, including in the "Good" category.
3. The performance of employees in the Secretariat Unit at the West Java Provincial Education Service received an average score of 513.5 which was rounded up to 513, including in the "Good" category.
4. The magnitude of the influence of organizational culture on employee performance in the Secretariat Unit at the West Java Provincial Education Service is 43%.
5. The magnitude of the influence of motivation on employee performance in the Secretariat Unit at the West Java Provincial Education Service is 40.1%.
6. The magnitude of the influence of organizational culture and motivation on employee performance in the Secretariat Unit at the West Java Provincial Education Service is 83.1%.

Recommendations

Based on the conclusions above, the following suggestions can be given based on the results, analysis and discussion in this research, namely as follows:

1. In the Organizational Culture variable the average value shows good results, but in the Organizational Culture variable there is the lowest value in the Fairly Good category, namely in the dimension of trust and philosophy in the indicator " Employees as an important asset " in this case employees are one of the assets important for a company/organization. So it is recommended for leaders to make/feel employees as important assets by giving rewards or appreciation to employees.
2. In the Motivation variable, the average value shows good results, but in the Motivation variable there is still the lowest value in the Fairly Good category, namely in the dimension of the need to expand relationships in the indicator " Maintaining friendships as a big family at work" in this case maintaining friendships in the work environment. It is believed to bring positive things such as comfort and make you feel good while working. So it is recommended for employees to maintain or make friendships/families better, for example by holding events with fellow employees or family gathering so that employee motivation at work increases.
3. In the Performance variable the average value shows good results but in the performance variable there is still the lowest value in the Fairly Good category, namely the Quantity of work dimension in the indicator " Leaders pay attention to the performance of employees who can achieve targets " with leaders paying attention to the performance of their employees will of course improve employee performance continues to increase . It is

recommended that leaders as superiors monitor the achievements of employees who achieve targets by providing incentives to improve their performance.

4. Efforts to increase the influence of organizational culture on employee performance in the secretarial unit at the West Java Provincial Education Service are recommended to improve the skills, thoroughness, cooperation, attendance, discipline and loyalty of employees so that performance can increase. Employees should also apply an understanding of the existing organizational culture so they can work well and optimally.
5. Efforts to increase the influence of motivation on employee performance in the Secretariat Unit at the West Java Provincial Education Service are by emphasizing that the company/organization's goals must be achieved. The role of a leader in this case is very important, because by emphasizing the goals of the company/organization to each employee, it will increase employee motivation so that employee performance will increase.
6. Efforts to increase the influence organizational culture and motivation on employee performance in the Secretariat Unit at the West Java Provincial Education Service are by leaders encouraging employees with positive statements about their abilities at work. Organizational culture that is implemented well will create a conducive working atmosphere and positive motivation from leadership will make employee performance increase optimally.

The researcher realizes that this research has many shortcomings, so the researcher believes that further research is still needed regarding the influence of organizational culture, motivation and employee performance

ACKNOWLEDGMENT

The researcher would like to express his deepest gratitude to the relevant parties who have helped the researcher complete this research.

REFERENCES

- A. A. Anwar Prabu Mangkunegara. (2016). Management Source Power Man Company . PT. Teenager Rosdakarya.
- Bambang S. Soedibjo. (2013). Introduction Method Study . University Pasim National.
- Darmawan. (2013). Method Study Quantitative. Bandung : Teenager Rosdakarya.
- Edison. (2016). Management Source Power Man (First). Alfabet.
- Sugiyono. (2017). Method Study Quantitative, Qualitative, And R&D. CV. Alfabet.
- Wibowo (2014) Performance Management, Third Printing, Jakarta: PT RAJAGRAFINDO PERSADA.