

The Impact of Organizational Culture and Working Motivation on Performance of Employee: A Case Study at Government Organization

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ABSTRACT

An effective human resource management strategy, which focuses on employee development, can help an organization gain a competitive advantage and achieve its long-term goals. This research aims to determine the influence of organizational culture and work motivation on the performance of employees of the Department of Cooperatives SMEs, Industry and Trade in Purwakarta Regency. This research is quantitative descriptive research, the sampling technique used is stratified random sampling. The number of samples taken from respondents, namely employees of the Department of Cooperatives SMEs, Industry and Trade in Purwakarta Regency, was 80 participants. Instrument testing in this research is validation testing and reliability testing. Meanwhile, data analysis techniques use linearity tests, normality tests, partial hypothesis tests, simultaneous tests. The results of this research show that organizational culture and work motivation variables have a positive effect on employee performance. The variables of organizational culture and work motivation have a positive effect on the performance and the results of this research show that the variables of organizational culture and work motivation have a positive and significant effect on the performance.

Keywords:

Organizational culture, working motivation, hierarchical culture, employee performance, government organization

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1. Introduction

Currently, research on organizational culture and its significance for work motivation is a rapidly growing research area that is attracting the interest of academics and human resources professionals. Particularly research that focuses on discussing organizational culture and employee engagement. In other words, this topic specifically addresses the role of organizational culture in supporting organizational values that contribute to sustainable motivation. Human resources are invaluable assets for organizations. An effective human resource management strategy, which focuses on employee development, can help an organization gain a competitive advantage and achieve its long-term goals. However, this research is generally conducted in the corporate sector. While discussions that focus on the role of organizational culture on employee performance in hierarchical government organizations are still limited.

When talking about human resource management strategies in government organizations, one cannot separate them from the aspect of representation of government organizations, which is closely related to employee performance. An assessment of the functioning of representatives of government organizations is important. Performance appraisal is a method of assessing the extent to which an individual is making progress toward achieving the goals and objectives set by the organization. The existence of an employee information processing system provides a clear picture of the results of employee performance in carrying out their duties and responsibilities. Performance is an indicator of an employee's integrity, reflected in the correspondence between work results and his contribution to the company in a certain period of time.

Organizational culture creates a framework of values, norms, and beliefs that shape the way an organization manages its human resources. Organizational culture often reflects expectations for employee performance and behavior. HR management uses standards and criteria appropriate to the organizational culture to evaluate employee performance. Fair performance appraisals and constructive feedback from HR management can motivate employees to improve their performance (Karepesina, 2023). Hierarchical organizational culture characterizes a clear structure in an organization, in which authority and responsibility are divided in stratified ways. A well-structured organization has a hierarchy, clear roles and responsibilities, and an effective communication system. Clan culture is similar to hierarchical culture in that it prioritizes fusion and has an inward focus (Almerri, 2023; Parveen et al., 2023).

HR management is responsible for managing policies and practices related to human resources in organizations. Government and public sector organizations generally adopt a hierarchical organizational culture. In the context of a hierarchical organizational culture, HR management must ensure that its policies and practices are in line with the hierarchical structure, and HR processes support the achievement of organizational goals.

Government and public sector organizations generally adopt a hierarchical organizational culture. Government and public sector organizations are generally characterized by a hierarchical organizational culture. Government organizations are generally characterized by a rational and hierarchical culture. Bureaucratic theories suggest that formal procedures and rules, which are highly valued in hierarchical cultures, are how government organizations manage their workforce (Jung, 2018; Williams & Yecaló-Teclé, 2020). In the context of a hierarchical organizational culture, HR management must ensure that its policies and practices are in line with the hierarchical structure, and HR processes support the achievement of organizational goals (Saluy et al., 2022).

In a hierarchical culture, performance evaluations often reflect a structural hierarchy, with immediate superiors responsible for evaluating their subordinates. Internal organizational structures significantly shape various aspects within an organization, encompassing organizational goals, worker autonomy, reporting hierarchies, the status of employees, and the delegation of authority and responsibility (Franco et al., 2002). These structures, alongside established processes, dictate how work is executed and the required resources. Employee motivation, particularly their ability to contribute to organizational goals, is intricately linked to these structures and processes. The existence of a defined mission, goals, and standards for employee behavior hinges on the specific management structures and procedures implemented within the organization.

In an organization, alignment between organizational culture and hierarchical culture can shape an efficient work environment and support organizational goals. A deep understanding of the interaction between the two helps organizations build a solid foundation for growth and sustainability.

Organizational Culture

Organizational culture plays an important role in supporting the achievement of organizational goals (Nurkholis et al., 2020; Sapta et al., 2021). Organizational culture refers to a set of shared values, norms, beliefs, and behaviors shared by members of an organization (Almerri, 2023). Organizational culture encompasses the way people interact, make decisions, and work together in a work environment (Alabbadi et al., 2023). Organizational culture can influence the extent to which employees feel motivated, engaged and identified with the organization's goals and values.

In government organizations, the hierarchical structure is well defined and reflects the division of power and responsibility in the administration of government tasks. The coordination system becomes a hierarchical instrument of organizational leaders in the decision-making process (Bardach, 2017; Molenveld et al., 2020). Hierarchical culture in the context of government organizations can be reflected in governance structures, power sharing, levels of authority, bureaucracy and procedurals. Hierarchical culture, meanwhile, refers to the interaction patterns and power structures within an organization. In a hierarchical culture, there are clear governance structures and well-defined levels. Power and decision-making is often centralized at the highest levels in the hierarchical structure.

Hierarchical culture is concerned with how workers perceive the cultural attributes of an organization, not how much they like the culture. In other words, the main focus is on workers' perceptions and understanding of the cultural characteristics of hierarchically structured organizations, not on how positively or negatively they view the culture. This highlights that it is important to understand how organizational members perceive and interact with a hierarchically structured culture, regardless of whether they personally like or dislike the culture. Thus, humans are naturally driven to achieve new milestones, either in their general outlook on things, or in the specific work they produce. This reflects the dynamic nature of humans and the innate desire for exploration and change.

Hierarchical culture prioritizes formal rules in organizational decision making (Kanungo & Jain, 2011; Naqshbandi et al., 2015). Hierarchical culture prioritizes internal organizational efficiency and stability through a rule-following approach (Azeem et al., 2021; Scaliza et al., 2022). Hierarchical culture is characterized by a focus on results and a competitive, achievement-oriented environment. These organizations are characterized by a focus on results, a competitive environment, and a hierarchical structure (Azeem et al., 2021). However, hierarchical culture aims to maintain organizational stability (Coelho et al., 2022). The study found that stable organizations have less supportive learning transfer environments compared to flexible organizations. This could be due to the highly competitive, results-oriented nature of stable organizations, which can prioritize results over providing constructive feedback (Chatterjee et al., 2018).

The quality of hierarchical culture is assessed by the level of internal survival which is stable, organized and efficient. However, this culture makes the organization lack agility in responding to external changes (Moonen, 2017; Zeb et al., 2021). All of these are connected to parts of individual behavior, including job fulfillment, work execution, member responsibility, well-being, customer loyalty, administrative quality and association. A healthy and open hierarchical culture can influence employee motivation. The components of organizational culture play a significant role in influencing work motivation. Effective organizational behavior practices, such as leadership, employee motivation, and organizational culture, can significantly impact a organization's overall performance (Al-Yahya, 2009; Alabbadi et al., 2023). This means that a good hierarchical structure can provide direction and defined responsibilities that can provide clarity and motivation for employees.

Work motivation

Human resources play a significant role in organizational sustainability (Ronquillo et al., 2021). In the public sector, performance is characterized by individual behaviors that are both measurable and controllable, contributing to the achievement of organizational goals (Pattnaik & Pattnaik, 2021). In addition, individual's career advancement may depend on how well the organization provides support and motivation in order to encourage employee commitment and affective performance (Napitupulu et al., 2017; Saha & Kumar, 2018). Therefore, it is important for organizations to maintain employee motivation and work commitment (Donkor & Zhou, 2020).

Centralized decision-making systems in hierarchical structures excel at examining innovation proposals and managing interdependencies to improve overall decision quality. The effectiveness of a hierarchical culture in driving innovation depends on factors such as information availability, environmental turbulence, and organizational complexity (Joseph & Gaba, 2020). The hierarchical structure of an organization influences the leadership style adopted by supervisors. Higher

hierarchical levels tend to adopt a transformational leadership style, which is related to work motivation (Kanat-Maymon et al., 2018, 2020; S. Kim & Shin, 2019).

A poorly managed hierarchical culture has a negative impact on employee performance, such as a lack of employee participation and innovation (Parveen et al., 2023), uncertainty of roles perceived by employees, power gaps, and restrictions on creativity (Popa et al., 2023). While the participative management approach is considered to be able to increase employee motivation and also improve employee performance (B. J. Kim, 2023). And also, in certain situations work motivation can decrease and have a negative impact on employee performance. This can be caused by unfairness and inequality, lack of respect and recognition, job uncertainty, role vagueness, monotonous tasks, or lack of employee competencies (Zahri et al., 2023). This research explores how organizations seek to improve work inspiration and work discipline that will ultimately affect employee performance. The purpose of this study is to analyze how Organizational Culture and Working Motivation on Performance of Employee.

2. Methods

The approach used in this research is quantitative. The research method used is descriptive verification with multiple linear regression analysis *Software* The statistics used are the SPSS statistical program version 26. The method for collecting data is by giving questionnaires to 80 employees of Purwakarta Regency Cooperatives, MSMEs, Industry and Trade through Google form. The data obtained through the questionnaire will be tested through data tests, namely validity, reliability, normality and linearity tests. Apart from that, the t-test and F-test were also used to test the significance level of the effect.

One of the government organizations that have an important role in the nation's economic development is the Department of Cooperatives, MSMEs, Trade and Industry, Purwakarta Regency, which has been established for 30 years, located on Jalan Ahmad Yani No. 170, Purwakarta District, Purwakarta Regency. The Department of Cooperatives, UMKM, Trade and Industry has five sectors, namely the trade sector, cooperative sector, secretariat sector, industrial sector and SMEs sector. The total number of employees from the five fields is 80 people.

The Purwakarta Regency Cooperatives, MSMEs, Trade and Industry Service is a Regional Work Unit (SKPD) which has a strategic role in carrying out government affairs in the fields of cooperatives, small and medium enterprises, trade and industry. This strategic role starts from policy formulation, policy implementation, implementation of evaluation and reporting, as well as implementation of Government Affairs Administration in the fields of Cooperatives, Small and Medium Enterprises, Trade and Industry.

The essential job of the Division of Cooperatives, MSMEs, exchange and industry will be accomplished on the off chance that it is upheld by the presentation of value representatives to offer types of assistance to the local area, particularly in the fields of cooperatives, MSMEs, industry and exchange. Worker execution is one of the benchmarks for assessing an association. The most effective method to do everything connected with a task, position or job in an association is a type of representative execution that should be visible straightforwardly. An individual's decent presentation should be visible from the consequences of their work which are as per the association's exhibition norms and can accomplish the objectives of the association or organization. Executive performance is one of the indicators to evaluate the performance of an organization. The best way to carry out everything related to tasks, positions, or jobs in an organization is to implement a clear representation of values. Good individual performance should be assessed based on the impact of their work in line with organizational standards and being able to achieve organizational goals.

Research Hypothesis:

H1: Organizational culture influences employee performance

H2: Work motivation influences employee performance

H3: Organizational culture and work motivation influence employee performance

3. Results

Based on the results of tests carried out on research instruments and research hypotheses, the results of this analysis show the following:

Table 1. Validity Test Results

Variable	Indicators		R Count	R table (0,05)	Result
Organisational Culture (X1)	X1 ₁	Innovation	0,613	0,220	Valid
	X1 ₂	Accuracy	0,361	0,220	Valid
	X1 ₃	Focus on deliverables	0,395	0,220	Valid
	X1 ₄	Teamwork	0,551	0,220	Valid
	X1 ₅	Competition in the organization	0,314	0,220	Valid
	X1 ₆	Employee performance results	0,660	0,220	Valid
Work Motivation (X2)	X2 ₁	Work Target	0,663	0,220	Valid
	X2 ₂	Quality of work	0,686	0,220	Valid
	X2 ₃	Responsibility	0,663	0,220	Valid
	X2 ₄	Risks	0,686	0,220	Valid
	X2 ₅	Communication	0,479	0,220	Valid
	X2 ₆	Companionship	0,519	0,220	Valid
	X2 ₇	Leadership	0,561	0,220	Valid
	X2 ₈	Company ambassadors	0,617	0,220	Valid
	X2 ₉	Exemplary	0,230	0,220	Valid
Employee Performance (Y)	X3 ₁	Quantity	0,725	0,220	Valid
	X3 ₂	Quality	0,674	0,220	Valid
	X3 ₃	Timeliness	0,704	0,220	Valid
	X3 ₄	Presence	0,348	0,220	Valid
	X3 ₅	Ability to work together	0,443	0,220	Valid

Source: Data processed by researchers (2023)

Based on the table.1, it can be seen that all the calculated r values of the statement items for the variables of organizational culture, work motivation and performance are greater than the r table values (r count > r table). Therefore, all statement items for the organizational culture, work motivation and performance variables are valid so that the questionnaire as a research instrument is successful in measuring respondents' perceptions and is suitable for use.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard Probability	Result
(X ₁)	0,672	0,6	Reliable
(X ₂)	0,736	0,6	Reliable
(Y)	0,669	0,6	Reliable

Source: Data processed by researchers (2023)

Based on the table.2, it can be seen that all variables have values *Cronbach's Alpha* which is greater than the standard reliability value (0.6), namely (0.627, 0.736, 0.669 > 0.6). From value, it can be concluded that the data from all variables are reliable so the questionnaire as a research instrument is suitable for use.

Table 3. Results of Multiple Linear Regression Analysis and t test

Coefficients ^a						
Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig	
1	(Constant)	3.250	1.807		1.798	.076

	Organisational Culture (X1)	.061	.069	.068	.892	.375
	Work Motivation (X2)	.432	.043	.762	10.029	.000
a. Dependent Variable: Employee Performance (Y)						

Source: Data processed by researchers (2023)

The results displayed in the table.3, it is known that the regression constant is 3.250. Furthermore, the regression coefficient for variable X1 is 0.061, variable X2 is 0.432. So, the multiple linear regression formula in the author's research is:

$$Y = 3.250 + 0.061X_1 + 0,432X_2 + \varepsilon$$

Based on the results of the multiple linear regression equation, a constant value of 3.250 is obtained. The constant value is the basic value that exists in employee performance. This value provides a mathematical meaning, namely, if the employee performance variable is not influenced by organizational culture and work motivation variables, then the value of the intensity or tendency of employees in working at the Department of Cooperatives, SMEs, Industry and Trade, Purwakarta Regency is amounting to 3,250 provided that other variables do not change.

Naturally, the performance of the employees of the Purwakarta Regency Cooperatives, SMEs, Industry and Trade Department is basically already there, although it is not linked to organizational culture or work motivation factors. However, the quality of performance is not optimal. Habits that are entrenched in an organization are considered to have an impact on increasing performance, coupled with various kinds of motivation for each employee individually.

The regression coefficient value on the organizational culture variable is positive, indicating that there is a unidirectional relationship between this variable and the performance variable carried out by employees of the Purwakarta Regency Cooperatives, MSMEs, Industry and Trade Department. The regression coefficient for this organizational culture variable is 0.061, thus giving the meaning that organizational culture has an influence on the performance of employees of the Purwakarta Regency Cooperatives, SMEs, Industry and Trade Department of 0.061% if there is a 1 level increase in organizational culture provided that the other variables do not change.

The regression coefficient for the work motivation variable is positive, indicating that there is an influence between these variables of 0.432, which means that the work motivation possessed by each service employee has an influence on the performance of employees of the Purwakarta Regency Cooperatives, SMEs, Industry and Trade Service, which is 0.432%. If there is an increase of 1 level in the work motivation of each employee provided that other variables do not change.

Table 4. Simultaneous Significance Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	190.500	2	92.250	64.626	.000 ^b
	Residual	113.487	77	1.474		
	Total	303.988	79			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Organizational Culture (X₁), Work Motivation (X₂)

Source: Data processed by researchers (2023)

Based on the table above, it can be described that simultaneously the organizational culture and work motivation variables have a calculated F value that is greater than the F table value (64.626 > 3.117), and the calculated significance value is smaller than standard significance (0.000 < 0.05). From the results of this analysis, it can be concluded that simultaneously the variables of organizational culture and work motivation have a significant influence on the performance of employees of the Purwakarta Regency Cooperatives, UMKM, Industry and Trade Department.

Table 5. Coefficient of Determination

Model Summary ^b				
Model	R	R Squares	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.617	1.21403

a. Predictors: (Constant), Organizational Culture (X1), Work Motivation (X2)

b. Dependent Variable: Employee Performance (Y)

Source: Data processed by researchers (2023)

Based on the table above the results of testing and research analysis through multiple linear regression, in table *Model Summary* This can be seen how big the percentage of independent variables, namely organizational culture and work motivation, is on the performance of employees of the Purwakarta Regency Cooperatives, SMEs, Industry and Trade Department. Based on the R value *square* then the total influence of the independent variable on the dependent variable is 79.2%. And the remaining 20.8% is influenced by other variables not studied.

4. Discussion

a. The Influence of Organizational Culture on the Performance of Employees

Based on the results of scientific analysis and testing regarding the variables and indicators studied So it is clear that organizational culture does not affect employee performance. Based on the results of this partial significance test, it can provide an overview of the t-table value obtained from each variable. For the calculated t value, the organizational culture variable has a value of 0.892. When compared from the t table value obtained from $\alpha=5\%=0.05$ (one-sided test) with degrees of freedom (df) $n-k$ or $80-3 = 77$ then we get a t table of **1,665**. Then t count is smaller than t table (**0,892 < 1,665**), then it can also be seen that the value calculated significance is greater than the standard significance value of 0.05 or $0.375 > 0.05$ then H_0 is accepted and H_a is rejected. Therefore, it can be concluded that there is no influence of the variables organizational culture on the performance of employees of the Department of Cooperatives, MSMEs, Industry and Purwakarta Regency Trade. Currently, the Purwakarta Regency Department of Cooperatives, MSMEs, Industry and Trade is led by a Head of Service who carries out the main tasks and functions that have been determined by Laws and Government Regulations so that it can run well. Work references all employees are of course listed in the work manual so that employees can easily understand the work clearly. The official work culture tends to adhere to an authoritarian and newfangled system *Top-down*, meaning that the team below receives orders from a leader that must be carried out.

The work culture that takes place in the service will become the organizational culture every employee will have the same vision. Purwakarta is a unique government too contains a different character from the others. Therefore, if it is related to performance employees in the service will create standard performance by work standards there is so that you don't think too much about the results *outstanding*.

This is related to research conducted regarding culture Organizations in the South Sulawesi Provincial Education Service have similarities in their performance Organizational culture influences performance even though it is not that impactful. Same As with cooperative service employees too, employee performance is not entirely caused by organizational habits that are carried out but are also more likely to change due to motivation The work of the officer himself is what brings enthusiasm to work.

b. The Influence of Work Motivation on the Performance of Employees

Based on the results of scientific analysis and testing regarding the variables and indicators studied that work motivation has a significant effect on employee performance. Results The analysis obtained the calculated t value for work motivation is **10,029**. When compared in terms of value t table obtained from $\alpha=5\%= 0.05$ (one-sided test) with degrees of freedom (df) $n-k$ or $80-3 = 77$ then we get a t table of **1,665**. Then the calculated t is much greater than t table (**10,029 > 1,671**). It can also be seen that the calculated significance value is smaller than the value standard significance

0.05 ($0,000 < 0,05$). Hence, it can be concluded that work motivation has very significant influence on the performance of employees of the Department of Cooperatives, SMEs, Industry and Purwakarta Regency Trade.

In general, every employee who works in the Department basically has almost the same hope, namely realizing the vision and mission that have been determined together. However, from another perspective, it is natural that each employee has their own goals Work. These objectives are very diverse, including increasing institutional productivity, seeking decent welfare, serving society wholeheartedly, planning a career path for the future.

Employee motivation is a very important factor in determining good performance results monthly or yearly. Employees who have high work motivation will show this integrity as an employee who has good qualities. In terms of work, they will show the best processes as well as how to work with employees and others. So, on the contrary, employees whose work motivation is low will produce poor performance and low. Therefore, the work motivation of these service employees has a big influence on overall service performance.

In this research, the performance progress of service employees is closely related to the level motivation of each employee. This is still considered normal because basically they have their own goals in work. It's the same as the research carried out by (Tsuraya & Fernos, 2023) on the influence of work motivation and work discipline on the performance of employees at the Padang City Population and Civil Registration Service shows that performance is influenced by their level of motivation in completing work.

c. The Influence of Organizational Culture and Work Motivation on Performance of Employees

Based on the results of scientific analysis and testing regarding the variables and indicators studied simultaneously the two variables of organizational culture and work motivation influence the employee's performance. The results of the analysis show that simultaneously the variables Organizational culture and work motivation have a calculated F value that is greater than the F table value ($64.626 > 3.117$), and the calculated significance value is smaller than the standard significance ($0.000 < 0.05$). From the results of this analysis, it can be concluded that simultaneously the cultural variables of Organization and work motivation have a significant influence on the performance of Service employee Cooperatives, SMEs, Industry and Trade, Purwakarta Regency.

Although one variable in this research, namely organizational culture, has no significant effect significant to performance when combined with high employee work motivation then organizational culture will lead to a high work culture. Employees especially and who has good communication and a role model for all other employees create a harmonious organizational culture which can encourage work motivation also high so that the targeted employee performance is within *job desc* can be achieved with maximum.

This research has the same results as research conducted (Indah et al., 2022). Organizational culture and work motivation have a positive correlation on employee performance at CV Gracia Deo South Tangerang and Educational Institutions and Republic of Indonesia Police Training. Organizational culture has the most dominant effect on changes in employee performance.

5. Conclusion

Government organizations generally apply a structured hierarchical organizational culture, in which authority and responsibility are divided in stratified ways. Many issues explore organizational culture in corporate organizations that are more flexible and innovative. Research on the effect of hierarchical culture on employee performance is still an under developed area of research. This study aims to examine the relationship between organizational culture on employee performance, work motivation on employee performance, and the influence of organizational culture and work motivation on employee performance.

This result found that Organizational culture has a positive influence on the performance of employees of the Department of Cooperatives SMEs, Industry and Trade in Purwakarta Regency. This is due to a well-structured organization has a hierarchy, clear roles and responsibilities, and an effective communication system that affect to the employee performance. Employee work motivation has a positive influence on the performance of employees of the Department of Cooperatives SMEs, Industry and Trade in Purwakarta Regency. This is due to the leadership style in hierarchical structure organization tend to adopt a transformational leadership style, which is related to work motivation of employee. Transformational leaders can inspire employees and optimize employee performance in achieving organizational goals. And, Organizational culture and employee work motivation have a positive influence on the performance of employees of the Department of Cooperatives SMEs, Industry and Trade in Purwakarta Regency.

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