

The Influence of Work Culture, Work Motivation and Job Satisfaction on Performance

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ABSTRACT : Human resources are a very important factor in an organization because human resources are a collection of a group of people who work together to achieve organizational goals. The aim of this research is to determine and analyze the influence of work culture, work motivation and job satisfaction on employee performance. This research is a type of explanatory quantitative research. The population of this study were employees of the Regional Apparatus Organization administering maritime and fisheries affairs in the former Besuki Residency Regency, totaling 100 ASN. Sampling was carried out using the census method (saturated sample). Data analysis in this research is descriptive analysis, testing measuring instruments (validity and reliability). The research results show that work culture and work motivation have a significant effect on performance. Job satisfaction has a significant effect on the performance of employees of the Regional Apparatus Organization administering maritime and fisheries affairs in the former Besuki Residency Regency.

KEYWORDS: *work culture, work motivation, job satisfaction, employee performance*

I. INTRODUCTION

Human resources are a very important factor in an organization because human resources are a collection of a group of people who work together to achieve organizational goals. Human Resource Management (HRM) continues to develop and adapt to changing times. Ulrich (2020) explains that Human Resource Management must act as a strategic partner in achieving organizational goals (Azhad et al., 2015). This is done by integrating HRM strategy with the overall business strategy.

Performance describes what is done and how to do it. According to Rismawati & Mattalata (2018), performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of an agency's results in relation to the vision carried out by a company or enterprise as well as knowing the positive and negative impacts of an operational policy. Performance is the willingness of a person or group of people to carry out activities or perfect them in accordance with their responsibilities with the expected results (Qomariah, 2020). Employee performance in an organization can increase due to many factors, including the work culture implemented, employee work motivation and employee job satisfaction.

Human Resource Management needs to create a work culture that supports productivity and innovation (Pfeffer, 2022). Improving the quality of employee work cannot be separated from culture. Work culture according to Mangkunegara (2019) defines work culture as a set of assumptions or belief systems, values and norms developed within an organization which serve as behavioral guidelines for its members to overcome problems of external adaptation and internal integration. Organizational culture covers broader and deeper aspects so that it becomes the basis for creating an ideal organizational climate. The ideal organizational climate represents the well-being of an organization which is described as the way in which its functions and qualities are perceived by employees. This includes employees' physical and mental health, sense of happiness and social well-being, all of which are associated with the term job satisfaction (Kinicki, 2021). At this point, work culture becomes one of the variables that is an antecedent of job satisfaction. This is supported by several empirical research including (Sunarsi, 2020); (Arif et al., 2019); (Soomro & Shah, 2019); (Wibowo & Tajib, 2023); and (Nguyen et al., 2020); . Different findings were obtained (Paais & Pattiruhu, 2020); (Astuti et al., 2020) which states that work culture has no significant effect on job satisfaction. The relationship between work culture and performance is stated in empirical research conducted (Supardi et al., 2020); (Maesofhani & Lutfi, 2019); (Wulandari & Luturlean, 2023); (Adha et al., 2019); and (Sunarsi, 2020); (Prasetyo et al., 2024); (Nursaid et al., 2023); . Different findings were obtained (Rosa et al., 2020) which stated that work culture was not significant on performance. .

According to Dessler (2020), work motivation is internal and external encouragement that directs individual behavior to achieve certain goals at work. This drive can be a physiological need, appreciation, recognition, or self-actualization. Armstrong and Taylor (2023) explain that work motivation is a combination of internal and external factors that encourage individuals to work enthusiastically, diligently and persistently to

achieve organizational goals. Siagian (2019) states that motivation is a psychological process that provides goals and direction for employee behavior or as an internal encouragement to fulfill employee satisfaction as well as internal processes and external forces related to organizational behavior. The relationship between work motivation and job satisfaction is supported by empirical research findings including (Arif et al., 2019); (Astuti et al., 2020); (Wibowo & Tajib, 2023); (Carvalho et al., 2020); and (Rivaldo, 2021). Different research results were obtained (Paais & Pattiruhu, 2020) which stated that the influence of work motivation was not significant on job satisfaction. The relationship between work motivation and employee performance is stated in research (Paais & Pattiruhu, 2020); (Arif et al., 2019); (Astuti et al., 2020); (Riyanto et al., 2021); and (Carvalho et al., 2020). Different findings stating that work motivation has no effect on employee performance were obtained (Supardi et al., 2020); (Adha et al., 2019); and (Wibowo & Tajib, 2023).

Job satisfaction is one of the main factors of organizational effectiveness and efficiency. A new managerial paradigm which firmly states that employees must be treated fairly as people who have their own needs and personal desires. Sudaryo et al. (2019), job satisfaction is a feeling of pleasant or unpleasant feelings about work based on expectations and rewards provided by the agency. Meanwhile, another opinion regarding job satisfaction was also expressed by Hasibuan (2019) who stated that job satisfaction is an emotional attitude that is pleasant and loves one's job. Mathis et al. (2019) stated that employee satisfaction is priceless. Employees who are frustrated or discouraged have a negative effect on their willingness to do work. Dissatisfied employees will be less committed to the organization, thereby affecting their performance and ultimately the company's performance. With increasing competition, companies are realizing the importance of employee satisfaction and performance and developing their human resources to compete in this global market. Several empirical studies support the existence of a relationship between job satisfaction and performance, namely (Soomro & Shah, 2019); (Astuti et al., 2020); (Wibowo & Tajib, 2023); (Carvalho et al., 2020), (Rusmayanti et al., 2022); (Alamanda et al., 2022); (Maryani et al., 2022); . Empirical research does not fully support the relationship between job satisfaction and performance and argues that so far it is unclear whether job satisfaction depends on performance or performance depends on job satisfaction (Riyanto et al., 2021) and (C. Y. Sari, 2023).

Researchers try to highlight several factors that are assumed to be important in improving employee performance by providing solutions related to the influence of work culture, work motivation and job satisfaction variables. So, this research is aimed at finding out and analyzing the influence of work culture, work motivation and job satisfaction on employee performance.

II. LITERATURE REVIEW

Employee Performance

According to Solong (2020) employee performance reflects employee behavior in the workplace as the application of skills, abilities and knowledge, which provides contribution or value to organizational goals. According to Mangkunegara (2019) performance is the output produced by the functions or indicators of a job or profession within a certain time. Sedarmayanti (2018) said employee performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization.

Work Culture

According to Mangkunegara (2019), work culture is a set of assumptions or belief systems, values and norms developed within an organization which serve as behavioral guidelines for its members to overcome problems of external adaptation and internal integration. Employee work culture is a set of values, beliefs and norms held and practiced by members of an organization. This culture influences how employees behave, interact with each other, and get work done. According to Schein (2020), work culture is a pattern of basic assumptions learned by a group in solving problems of external adaptation and internal integration that have been proven to be good enough to be transmitted to new members as the right way to understand and overcome these problems.

Work motivation

Motivation discusses how to direct existing power and potential so that they are able to work well in achieving predetermined goals (Mangkunegara, 2019). According to Dessler (2020), work motivation is internal and external encouragement that directs individual behavior to achieve certain goals at work. This drive can be a physiological need, appreciation, recognition, or self-actualization.

Job satisfaction

Job satisfaction is a very important thing in an organization or company because when employees feel satisfied it will increase quality performance so that employees will be loyal to work for the company, then the company's productivity will increase. In accordance with the theory put forward by Dessler (2020), job satisfaction is a very important thing that individuals have at work. Each individual employee has different characteristics, so their level of job satisfaction also varies. The level of job satisfaction can have different impacts.

CONCEPTUAL FRAMEWORK

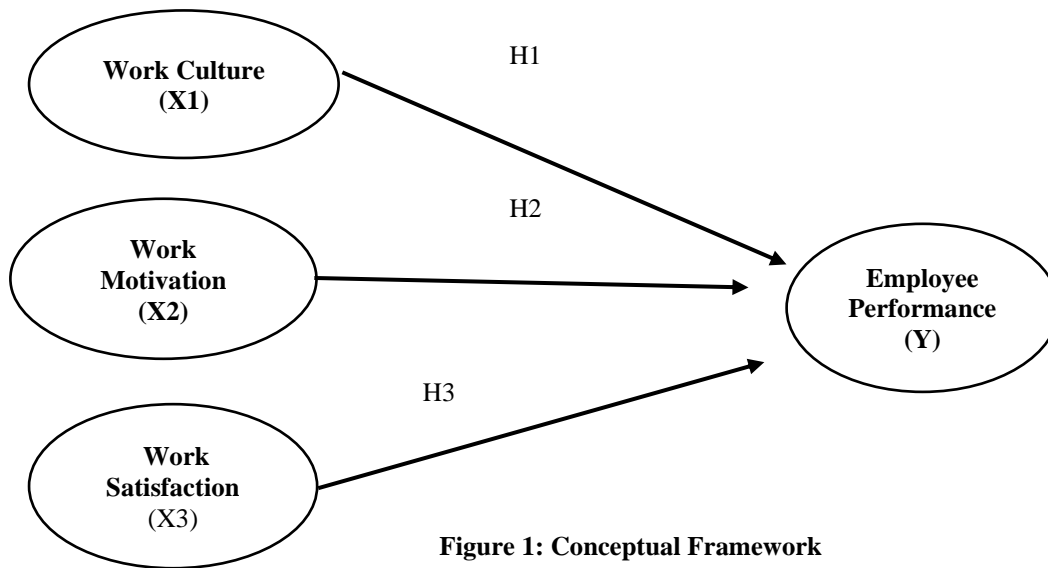


Figure 1: Conceptual Framework

RESEARCH HYPOTHESIS

1. Work culture has a positive impact on employee performance.
2. Work Motivation has a positive impact on employee performance.
3. Job satisfaction has a positive impact on employee performance.

III. METHODS

This research is a type of explanatory quantitative research. (Sugiyono, 2018) said that explanatory quantitative research can be interpreted as research that will explain the relationship between variables that influence the researcher's hypothesis. The population in this research is all employees of the Regional Apparatus Organization of the Fisheries and Maritime Service in the former Besuki Residency Regency, totaling 100 employees. The sampling technique used in this research was a saturated sample (census). Qualitative descriptive is used for descriptive analysis of respondents. Reliability testing and validity testing are used to test the research questionnaire, while hypothesis testing is also used as a tool to determine the impact of the independent variable on the dependent variable. The independent variables in this research are work culture, work motivation and job satisfaction, while the dependent variable is employee performance.

IV. RESULTS

Descriptive Analysis of Research Respondent Demographics

The research respondents were employees of the Regional Apparatus Organization of the Fisheries and Maritime Affairs Service in the former Besuki Residency Regency. An overview of the demographic statistics of respondents, the results show that the staff of the Regional Apparatus Organization of the Fisheries and Maritime Affairs Service in the former Besuki Residency Regency are mostly male (68.0%), aged between 30-50 years (47.0%) , have a bachelor's degree educational background (42.0%), and work experience between 5-10 years (41.55).

Validity Test Results

The validity of the instrument shows that the tool used carries out its measuring function in accordance with the purpose of the measurement (Ghozali, 2018). The validity of the instrument is assessed from the cross loading value of the variable indicator, if it has a value above 0.70 then it is declared valid. The results of the validity test are presented in Table 1 below.

Table 1. Recapitulation of Validity Test Results

Variable of Research	Indicator	Validity Test Value
Work Culture (X1)	X1.1	0,780
	X1.2	0,797
	X1.3	0,789
	X1.4	0,809

	X1.5	0,836
	X1.6	0,838
	X1.7	0,811
Work Motivation (X2)	X2.1	0,842
	X2.2	0,861
	X2.3	0,838
	X2.4	0,874
	X2.5	0,881
Work Satisfaction (X3)	X3.1	0,764
	X3.2	0,811
	X3.3	0,809
	X3.4	0,752
	X3.5	0,763
	X3.6	0,791
	X3.7	0,846
	X3.8	0,806
Employee Performance (Y)	Y ₁	0,851
	Y ₂	0,881
	Y ₃	0,874
	Y ₄	0,871
	Y ₅	0,909
	Y ₆	0,882
	Y ₇	0,835

Based on the results of the validity test analysis presented in Table 1, it can be interpreted that each indicator used in both the independent variables (work culture, work motivation and job satisfaction) and the dependent variable (employee performance) has met the validity of a tool. measure or be suitable for use as a data collector.

Reliability Test Results

Reliability shows that an instrument is reliable or trustworthy (Solimun, 2011). The assessment at this stage is intended to see the internal consistency of the measurement scale. In this case, measuring data reliability uses Cronbach alpha criteria (Ghozali, 2014). The results of reliability testing are presented in Table 2 below.

Table 2. Reliability Test Results

No	Variable	Cronbach Alpha	Information
1	Work Culture (X1)	0,912	Reliable
2	Work Motivation (X2)	0,911	Reliable
3	Work Satisfaction (X3)	0,916	Reliable
4	Employee Performance (Y)	0,947	Reliable

Referring to Table 2, all research variables can be declared reliable. This can be seen in the Cronbach alpha value for each variable being greater than 0.70. Referring to these results, it can be stated that each latent variable used in the research is said to be reliable.

Hypothesis test

In hypothesis testing, a test of the direct influence of the independent variable on the dependent variable is presented. Detailed path coefficient testing is presented in Table 3 below.

Table 3. Direct Effect Test Results

Relationship Between Variables	Nilai Koefisien	P-Value	Results
(X1)→ (Y)	0,079	0,211	H1 Rejected
(X2)→ (Y)	0,172	0,037	H2 Accepted
(X3)→ (Y)	0,537	<0,001	H3 Accepted

Based on Table 3, it is proven that work motivation and job satisfaction have a significant effect on employee performance. Meanwhile, work culture does not have a significant effect on employee performance.

V. DISCUSSION

The Influence of Work Culture on Employee Performance

The research results show that work culture does not have a significant influence on employee performance. This means that the existence of work culture aspects is not considered a factor that determines employee performance. Different environments will have an impact on cultural patterns and colors, because of this there are strong and weak cultural patterns and colors. In a strong culture there is a high level of agreement from its members to maintain what is believed to be right from various aspects so as to foster integrity, loyalty and commitment to the company. This collective agreement is passed down from one generation to the next. So there is a process in adapting the culture to employees. The problem of cultural socialization is carried out when the company accepts new employees, so that the employees concerned have developed their behavior in accordance with the existing culture. According to Mangkunegara (2019) work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected in attitudes into behavior, beliefs, ideals, opinions and actions that manifest as work or work. According to Schein (2020) work culture is generally a philosophical statement, it can function as a binding demand on employees because it can be formally formulated in various company rules and regulations. Individually or as a group, a person cannot be separated from the culture that exists within the company. The results of research discussing the relationship between work culture and performance have been widely carried out, including: (Putri et al., 2023), (Hutajulu et al., 2020), (Yuliani & Saputra, 2020), (Siregar et al., 2020), (Layaman & Jumalia, 2018), (Moron & Ranga, 2023), (Siregar et al., 2020), (Fatimah & Frinaldi, 2020), (Rizqina et al., 2020), (Saban et al., 2020), (Qomariah et al., 2023), which states that work culture has no impact on employee performance. Meanwhile (Qomariah, Hermawan, et al., 2020) stated that work culture has no effect on employee performance.

The Influence of Work Motivation on Employee Performance

The research results show that work motivation has a significant influence on employee performance. This means that the better the work motivation, the better the employee's performance will be. Robbins & Judge (2019) define motivation as a process that determines an individual's intensity, direction and persistence in efforts to achieve goals. Meanwhile, according to Zainal (2019) motivation is a series of attitudes and values that influence individuals to achieve more specific things in accordance with individual goals. Research that is in line with these results is carried out by: (Utomo et al., 2019), (Basyah et al., 2022), (A. Setiawan et al., 2022), (Triasmawan et al., 2023), (Nursaid et al., 2023), (Mulyadi et al., 2023), (Qomariah et al., 2021), (Sari et al., 2020), (A. Kurniawan et al., 2023), (Qomariah et al., 2022), (Priyono et al., 2018), (Nilasari & Nisfiannoor, 2021), (Wahyudi et al., 2021), (Nursaid et al., 2020), (Qomariah, et al., 2020), (Setiawan et al., 2022), (Atikah & Qomariah, 2020), (Hardianto et al., 2020), (Wijianto et al., 2020), (Mayangsari et al., 2020), (Ulantini et al., 2022) which states that motivation has an impact on employee performance.

The Influence of Job Satisfaction on Employee Performance

The research results show that job satisfaction has a significant influence on employee performance. This means that the better the job satisfaction, the better the employee's performance. Job satisfaction is a very important thing in an organization or company because when employees feel satisfied it will increase quality performance so that employees will be loyal to work for the company, then the company's productivity will increase. In accordance with the theory put forward by Dessler (2020), job satisfaction is a very important thing that individuals have at work. Each individual employee has different characteristics, so their level of job satisfaction also varies. The level of job satisfaction can have different impacts. Job satisfaction is considered as one of the main factors of organizational effectiveness and efficiency. Even the new managerial paradigm insists that employees must be treated fairly as people who have their own needs and personal desires. So job satisfaction can be concluded that satisfied employees are happy employees and happy employees are successful employees. According to Mangkunegara (2019) the term satisfaction refers to an individual's general attitude towards their work. Research that is in line with this research is that conducted by: (R. A. Kurniawan et al., 2019), (Maryani et al., 2022), (Qomariah, et al., 2020), (Alamanda et al., 2022), (Sadariah, 2019) which results in increased performance due to job satisfaction. Meanwhile, inconsistent research was conducted by (Abidin et al., 2020).

VI. CONCLUSION AND IMPLICATION

The conclusion of this research refers to the test results which found that work motivation and job satisfaction have a significant effect on employee performance. Meanwhile, work culture does not have a significant effect on employee performance. The object of this research is limited to testing models involving work culture, work motivation and job satisfaction in explaining employee performance models. The next limitation relates to the need for a questionnaire that involves qualitative aspects to explain how work culture, work motivation and job satisfaction influence employee performance. The findings of this research provide practical implications, namely that institutions are required to be able to manage aspects of work culture, work

motivation and job satisfaction. These three aspects will become important capital for institutions to encourage optimal employee performance. As for the theoretical implications, this research opens up opportunities for a future research agenda to develop existing concepts related to organizational behavior, especially job satisfaction and employee performance.

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