

# Mediating Effect Of Motivation On Work Culture Toward Employee Performance

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*Abstract: The successful achievement of organizational goals does not only depend on modern equipment, complete facilities and infrastructure, but more depends on the people who carry out the work. The important role of values in organizational culture on employee performance is through increased motivation. This study aims to determine the effect of work culture on the performance of the Pasuruan Regency Regional Secretariat employees through work motivation. The type of data used in this study is primary data with a questionnaire method distributed to 60 employees of the Pasuruan Regency Regional Secretariat. The results in this study are that work culture has a positive and significant effect on employee performance through work motivation as evidenced by a T-statistic value of 2,387 (> 1.67) and a significance value of 0.017 < 0.05. With the existence of a good organizational ecosystem through the application of a work culture, supported by work motivation that comes from the employees, is able to cooperatively affect employee performance.*

**Keywords:** Work Culture, Performance, Motivation, PLS (Partial Least Square)

## I. INTRODUCTION

Human resources are a factor that is getting more attention among organizations and the public services. For the public services, human resources are a productivity driver to run competition in the era of globalization, for human resources companies as a driving force to achieve the vision and mission of the organization that the company wants to achieve (Bakar in Al-Ayyubi, 2019). The successful achievement of organizational goals does not only depend on modern equipment, complete facilities and infrastructure, but more depends on the people who carry out the work. Qualified apparatus are those who carry out their duties and are able to provide good work results or have high work performance needed by the organization to achieve organizational goals. Because basically the success of the organization as a whole is the contribution of the work of its employees. The various effects of changes that have occurred as a result of reform require both private and government organizations to make

innovations in facing the demands of change by trying to formulate policies that are in line with environmental changes.

According to Reva (2015), an organization that changes its organizational culture is able to significantly improve its performance compared to an organization that does not change its organizational culture. Organizational culture is often defined as values, symbols that are shared and shared by an organization so that members of the organization feel one family and create a condition where members of the organization feel different from other organizations. A culture that grows strong is able to spur the organization towards better development. Besides that, a quite complex challenge is how to change the old organizational culture that is no longer in accordance with the values of the new organizational culture for all employees based on the voluntary wishes and participation of employees. People will not change by themselves only with orders and will only change if they want to voluntarily and consciously.

Robbins and Judge (2002) state that a strong culture will have a big influence on the behavior of its members because the high level of togetherness and intensity creates an internal climate of high behavioral control. Organizational culture is a culture that is relatively fixed in the short term to influence change, which involves top management and formulating strategic plans in the long term. One of the important roles of values in organizational culture on employee performance is through increased motivation. Gibson (2003) states that employees or employees are the driving force for organizational operations, if the employee's performance is good, the organizational performance will also increase. Good performance will also have an impact on good work results. There are 3 (three) main factors that affect performance, namely individual (ability to work), work effort (desire to work), and organizational support (opportunity to work). Cash and Fischer in Thoyib (2005) suggest that performance is often referred to as performance or result which is defined as what has been produced by individual employees. Performance is influenced by organizational performance itself which includes organizational development, compensation plans, communication systems, managerial styles, organizational structures, policies and procedures (policies and procedures). Mangkunegara (2001) defines employee performance as what employees do in quality and quantity to achieve work results, in accordance with the responsibilities assigned by superiors. Good performance can be seen from the success of an employee in completing his job. In improving employee performance, of course, there is a motivation boost from both the employees themselves and from other parties.

According to Aditya, et al (2014) Motivation is a factor that can encourage a person to do a certain activity, therefore motivation can be interpreted as a driving factor for human behavior. Every activity carried out by a person has a factor that can encourage these activities. Work motivation has a positive effect on employee performance. There are ways that leaders can use to provide positive motivation to their subordinates, such as giving appreciation for the work done, awards that are specifically for personalities, competition, participation, pride or satisfaction and material. Based on the background description above and seeing the importance of organizational culture, employee performance and work motivation, this study aims to examine the effect of work culture on employee performance with work motivation as a mediating variable at the Regional Secretariat of Pasuruan Regency. This study focuses more on the work culture of employees, so the term used is work culture.

## II. RESEARCH FRAMEWORK AND HYPOTHESES

Figure 1 below is the framework of this study.

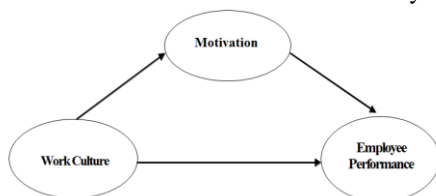


Figure 1: Research Framework

Based on the research framework above, the hypotheses for this study are as follow.

H1: Work culture has a positive and significant impact on employee performance

H2: Work culture has a positive and significant impact on motivation

H3: Motivation has a positive and significant impact on employee performance

H4: Work culture has a positive and significant impact on employee performance with motivation as intervening variable.

## III. RESEARCH METHOD

Based on the research objectives, this study used quantitative approach. According to Subana and Sudrajat (2005) quantitative research in terms of objectives is used to test a theory, present a fact or describe statistics and to show the relationship between variables and those that develop concepts, develop understanding or describe many things. The type of data used in this study is primary data. Primary data is data obtained from the first source both from individuals, such as from interviews or filling out questionnaires conducted by researchers (Umar in Yusniar 2016).

This study has three variables. These variables are exogenous variable (work culture), endogenous variable (employee performance), and intervening variable (motivation). Indicators of work culture that used in this study are innovation, details, result orientation, orientation of people, team orientation, aggressiveness, and stability. Employee performance has indicators quantity, quality, effectiveness, and work commitment. For variable intervening, motivation, the indicators are spirit of work, initiative and creativity, and a sense of responsibility. The population of this research is the public service employees at the Regional Secretariat of Pasuruan Regency, totaling 152 employees. The number of samples in this study was determined using the Slovin formula. Based on the Slovin formula, the number of samples is 60 employees.

This study uses data analysis methods using Smart PLS version 3.0. Partial Least Squares (PLS) is a multivariate statistical technique that performs comparisons between multiple dependent variables and multiple independent variables.

For analysis data, this study used measurement model or outer model and structural model or inner model. Outer model is often called measurement model which defines how each indicator block relates to its latent variable. The measurement model (outer model) is used to assess the validity and reliability of the model. The validity test was conducted to determine the ability of research instruments to measure what should be measured (Sholihin, 2013). While the reliability test is used to measure the consistency of measuring instruments in measuring a concept or it can also be used to measure the consistency of respondents in answering statement items in questionnaires or research instruments. Convergent validity of the measurement model can be seen from the correlation between the indicator score and the variable score. The indicator is considered valid showing that all outer loading

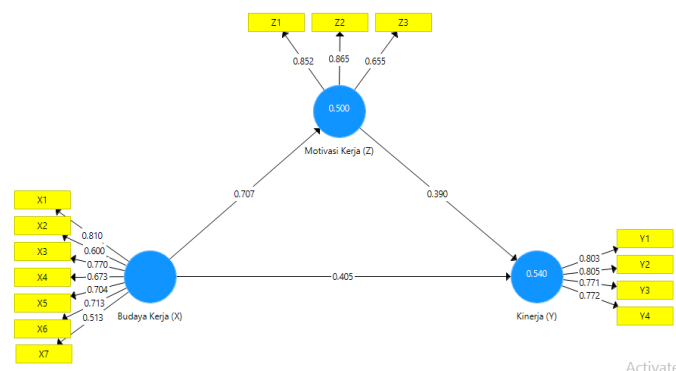
variable dimensions have a loading value > 0.5 so it can be concluded that the measurement meets the convergent validity criteria (Chin & Todd, 1995).

The structural model (inner model) is a model used to predict the causality relationship between latent variables. Through the bootstrapping process, T-statistical test parameters were obtained to predict the existence of a causal relationship. The structural model (inner model) is evaluated by looking at the percentage of variance explained by the value for the dependent variable using the Stone-Geisser Q-square test (Stone, 1974 & Geisser, 1975) and also looking at the magnitude of the structural path coefficient. If the result yields a value greater than 0.2 it can be interpreted that the latent predictor has a large influence at the structural level. The R-square PLS model can be evaluated by looking at the Q-square predictive relevance for the variable model. Q-square measures how well the observed value generated by the model and also its parameter estimates. A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value; while a Q-square value less than 0 (zero) indicates that the model lacks predictive relevance. However, if the calculation results show that the Q-square value is more than 0 (zero), then the model deserves to be said to have a relevant predictive value.

IV. RESULTS AND DISCUSSIONS

RESULTS

This study used convergent validity and composite validity in order to measure the validity of the indicators. To measure the reliability of the indicators, this study used cronbach alpha. Figure 2 below describes the validity of the constructs.



Note:  
Motivasi kerja = Motivation  
Budaya kerja = Work Culture  
Kinerja = Employee Performance

Figure 2: Construct validity

Convergent validity is a criterion in measuring the validity of a reflexive indicator. This evaluation is carried out by examining the outer loading coefficient of each indicator on its latent variable. An indicator is said to be valid, if the outer loading coefficient is between 0.50 - 0.70 and it is significant at the alpha level of 0.05 or the t-statistic of 1.67. Table 1 below describes the value of loading factor of the indicators.

	Work Culture (X)	Performance (Y)	Motivation (Z)	Description
X1	0.810			Valid
X2	0.600			Valid
X3	0.770			Valid
X4	0.673			Valid
X5	0.704			Valid
X6	0.713			Valid
X7	0.513			Valid
Y1		0.803		Valid
Y2		0.805		Valid
Y3		0.771		Valid
Y4		0.772		Valid
Z1			0.852	Valid
Z2			0.865	Valid
Z3			0.655	Valid

Source: Primary data processed by the author, 2020

Table 1: Loading factor

Based on the table above, all indicators that reflect each construct have an outer loading value higher than 0.50 and are significant at the 0.05 level. Therefore, all indicators are valid.

Furthermore, a measurement can be said to be reliable, if composite reliability and Cronbach alpha have a value greater than 0.70. Composite reliability and Cronbach alpha are a measure of the reliability between indicator blocks in the research model. Table 2 below is the results of composite reliability and Cronbach alpha.

	Composite Reliability	Cronbach Alpha
Work culture (X)	0.812	0.862
Performance (Y)	0.798	0.867
Motivation (Z)	0.704	0.837

Source: Primary data processed by the author, 2020

Table 2: Composite reliability and Cronbach alpha

Table 2 above shows that the composite reliability and Cronbach Alpha values of all constructs have shown a value greater than 0.70 so that it meets the requirements for reliability based on the criteria of composite reliability.

In order to show the strength and weakness of the influence the dependent variable on the independent variable, it used the value of R-Square (R<sup>2</sup>). R-Square (R<sup>2</sup>) can also show the strength and weakness of a research model. According to Chin, (1995) the R-Square (R<sup>2</sup>) value of 0.67 is classified as a strong model, R-Square (R<sup>2</sup>) of 0.33 is a moderate model, and an R-Square (R<sup>2</sup>) of 0.19 is classified as a weak model. Table 3 below shows the result of R<sup>2</sup>.

	R Square
Performance (Y)	0.540
Motivation (Z)	0.500

Source: data processed 2020

Table 3: The value of R-Square (R<sup>2</sup>)

Table 3 shows that the R<sup>2</sup> value of the dependent variables, namely performance and work motivation, is 0.540 and 0.500. Based on Chin's criteria (1995) so that the model is a moderate, it means that the variation in work culture and motivation is able to explain the performance of 54%, the remaining 46 % is explained by variations from other variables and variations in work culture is able to explain

motivation by 50%, the remaining 50% is explained by variations from other variables.

The result of hypotheses test can be seen in the table 4 below.

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P Values
Work culture (X) → Performance (Y)	0.405	0.423	0.148	2.738	0.006
Work culture (X) → Motivation (Z)	0.707	0.714	0.068	10.403	0.000
Motivation (Z) → Performance (Y)	0.390	0.371	0.159	2.642	0.014

Source: Primary data processed by the author, 2020

Table 4: Hypothesis test

Based on table 4 above, it is known that the p-value significance is  $0.006 < 0.05$ , then H1 is accepted. This means that the work culture has a positive and significant effect on the performance at the Regional Secretariat of Pasuruan Regency, the original sample value of the work culture is 0.405, it means that if the work culture of employees at the Regional Secretariat of Pasuruan Regency increases, it can increase the performance at the Regional Secretariat of Pasuruan Regency by 0.405 so that the first hypothesis in this study is accepted.

Hypotheses 2 for this study states that there is a significant impact of work culture on motivation and the result shows that the p-value is  $0.000 < 0.05$ , then this hypotheses is accepted. This means that work culture has a positive and significant effect on motivation at the Regional Secretariat of Pasuruan Regency, the original sample value of work culture is 0.707, it means that if the work culture of employees at the Regional Secretariat of Pasuruan Regency increases it can increase motivation at the Regional Secretariat of the Pasuruan Regency by 0.707, so the second hypothesis in this study is accepted.

The statistical result for hypotheses 3 (the impact of motivation on performance) shows that the p-value significance is  $0.014 < 0.05$ , then H3 is accepted. This means that motivation has a positive and significant effect on performance at the Regional Secretariat of Pasuruan Regency. The original sample value of motivation is 0.390, this means that if the motivation of employees at the Regional Secretariat of Pasuruan Regency increases, it can increase performance at the Regional Secretariat of Pasuruan Regency by 0.390 so that the third hypothesis in this study is accepted.

For hypotheses four, the indirect effect of work culture on performance through motivation can be seen in the table 5 below.

Construct	T-Statistics	P Value
Work culture (X) → Motivation (Z) → Performance (Y)	2.387	0.017

Source: Primary data processed by the author, 2020

Table 5: Indirect effect

Based on table 5 above, it can be seen that the results of the work culture hypothesis have a positive and significant effect on employee performance through motivation, indicated by a T-statistic value of 2,387 ( $> 1.67$ ) and a significance of  $0.017 < 0.05$ . This means that H4 is accepted. It means that work culture indirectly affected performance with motivation as an intervening variable.

## V. DISCUSSIONS

Organizational culture becomes the perspective of employees in assessing organizational systems. This value is able to influence employees to improve performance. This view is consistent with the statement of Ivancevich et. al (2006) states that organizational culture is something that employees assess and how to assess it by creating a pattern of beliefs, values and expectations. The presence of a positive organizational culture that is able to accommodate the needs and provide support for employee work procedures is the key to getting quality and quantity work results. This relationship is in line with the understanding of performance conveyed by Mangkunegara (2001), performance is the quality and quantity of work achieved by an employee in carrying out tasks in accordance with given responsibilities.

A real description of the implementation of the relationship between organizational culture and performance can be exemplified through a situation where the determination of working hours is adjusted to the time requirements of employees in carrying out work discipline. Concretely, the determination of work hours at 08.30 AM, is able to have an effect on employee performance because entry hours meet the time requirements of employees to arrive at the office and / or are able to provide time for employees to take school children, have breakfast, and prepare necessities at home, so that in when employees work they can focus on doing tasks without being distracted by things outside of work activities.

Organizational culture actually has a role in maintaining and increasing employee motivation to carry out tasks and achieve organizational goals. This view is an application in accordance with the statement of Robbins and Judge (2002) which states that a strong culture will have a major influence on the behavior of its members because of the high level of togetherness and intensity of creating an internal climate of high behavioral control. This statement has the aim that the role of organizational culture is able to encourage employee orientation to suit organizational goals. Associated with motivation, work culture orientation has an understanding with the understanding of motivation according to Aditya, et al (2014) which states that motivation is a factor that can encourage a person to do certain activities. Therefore, motivation can be interpreted as a driving factor for human behavior.

The factual description of the relationship between organizational culture and motivation can be indicated by a situation where employees who are given the freedom to carry out their responsibilities according to their competencies will produce higher quality, effective, measurable and optimal work results, compared to employees who are always under direction, pressure and restrictions. The positive relationship between work culture and motivation can be used by the Regional Secretariat of Pasuruan Regency to increase employee participation with the aim of increasing the sense of belonging to employees and providing opportunities to carry out work through new methods according to employee competence, knowledge and experience, so that work patterns and methods are obtained. new dynamic and effective perspective in the corridor of organizational goals.



Motivation has principles in motivating employee work. Mangkunegara (2001) describes it through the Principle of Participation, the Principle of Communication, the Principle of Recognizing Subordinates, the Principle of Delegation of Authority and the Principle of Paying Attention. These five principles are ways of increasing the role of employees in carrying out their duties within the organization. The goal is that employee behavior and actions are able to increase employee performance so that the organization continues to move. Employee's ability as a driving force has a positive relationship with performance if you look at Gibson's statement that employees or employees are the driving force for organizational operations, if employee performance is good, then organizational performance will also increase (Gibson, 2003).

The relationship between motivation and performance can be shown by a situation where employees who have a high level of participation without a superior-subordinate communication barrier will optimize the workload according to competence, including the contribution of experience and knowledge when delegating authority. In addition, recognition of the achievements obtained by employees will motivate employees to make better contributions. If this mechanism works, automatic performance will increase and the organizational system will experience a positive trend. For example, senior employees with principal motivation will be able to develop the competence of junior employees and / or new employees. This positive relationship will also contribute to junior employees and / or new employees to provide input according to the latest conditions. If this context goes well with the recognition of senior-juniors and new employees, this synergy is able to accelerate optimal, precise, and effective performance. Finally, the positive relationship between work culture, employee performance and work motivation can be the orientation of the Pasuruan Regency Regional Secretariat to control the organizational ecosystem, especially in policy making and can be a way for the Pasuruan Regency Regional Secretariat to develop an organizational system according to the adaptation of new habits after the Covid-19 pandemic.

## VI. CONCLUSION

The positive relationship between work culture and performance can be applied by the Regional Secretariat of Pasuruan Regency to see the needs of employees so that employees can work optimally according to organizational goals, given the vast area of Pasuruan Regency and the existence of a congestion node in the Pasuruan Regency area. The hope is, by paying attention to the needs of employees, employees can work comfortably and not be depressed. Simply put, so that employees do not get tired before working due to conditions before working. The positive relationship between motivation and performance can be a reflection by the Regional Secretariat of Pasuruan Regency to evaluate employee involvement as seen from the principle of

motivation in improving performance. The hope is that there will be a refresher on work methods and patterns that are in line with the needs of the changing times, creating a work system that runs through grassroots contributions, and increasing employee contributions to achieve organizational goals.

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