



Work Motivation Mediates Organizational Culture on Performance

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Abstract

The purpose of this study is to examine the variables of Organizational Culture and Competence that can have an impact on Employee Performance through the Motivation of the Library and Archives Office of East Java Province. Researchers here apply quantitative research and descriptive methods as research methods, and data collection techniques using observation, interviews, and questionnaires which are disseminated to respondents via the Google form. The population of this study uses the East Java Library and Archive Service Employees. The research sample used non-probability sampling from a purposive sampling approach of 54 employees. This study analyzes using PLS. The results of the study prove that Organizational Culture influences employee performance, Competence does not affect Employee Performance, Culture has an impact on Motivation, Competence has an impact on Motivation, Motivation has an impact on Employee Performance, Motivation can mediate Organizational Culture on Employee Performance, and Motivation cannot mediate Competency on Employee Performance at the Library and Archives Service of East Java Province.

Keywords: Organizational Culture, Competence, Employee performance, Motivation

Introduction

An organization must have goals that have been built which will be realized in the short, medium, or long term. The existence of these goals, every organization requires the existence of resources Man. There is a demand for every organization to be highly competitive because having technology alone is not enough if you don't have reliable human resources . Organizations need reliable human resources so they can provide a role in the form of their performance which is very calculated to achieve the vision and mission of the organization. Performance is the result of concrete actions from an employee's work as a form of completing work in harmony with their respective roles in an organization.(Lohela-Karlsson et al., 2022)

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Performance in government organizations is crucial to achieving good governance. The challenge faced by government organizations is to carry out their performance effectively and efficiently so that the government's image will be better (Dos Santos et al., 2022). Based on the research, the performance phenomenon indicated a lack of service quality for the community several years ago (Wallin et al., 2022). Whether the performance that has been produced by the organization is successful or not, is usually influenced by the level of performance of its employees, both as a group or individually, it is also assumed that the better the performance of employees, the hope is that the performance of the organization will also improve. (Prastiwi et al., 2022)

Performance can be improved in several ways, one of which is by improving Organizational Culture. (Zeng et al., 2022) said that organizational culture also includes aspects that can provide increased performance, and improve organizational culture to increase employee performance. The creation of organizational culture is influenced by the behavior of several people in the organization. If the organizational culture is strong, then it supports the realization of organizational goals. (Setyowati & Sofingi, 2022)

Conversely, if the organizational culture is weak, it will become an obstacle to realizing the goals of the organization. That is why organizational culture is crucial because it has become a habit that is formed in the organization (Idris et al., 2022). Other factors in improving performance can also be applied by having highly competent employees so that work can be completed properly. Competence has to do with what employees always do at the workplace. Individuals who have high competence are expected to be able to contribute well to the organization and be able to improve their competence to improve organizational performance. (Nasution & Priangkatara, 2022)

In addition to the two factors above, indirect motivation can affect employee performance. So that performance can be further improved, it must begin with how to maintain or build employee motivation. Motivation is a very crucial factor in realizing a certain goal. Because every people have feelings as well as desires that greatly affect everyone's abilities, it will encourage that person to act as well as behave. (Shin et al., 2022)

Literature Review

Based on gap research, the research of (Megawati et al., 2022) becomes clear that work motivation can mediate between organizational culture and performance, and motivation can also mediate between competency and employee performance. Other findings by (YAMAWATI & DEWI, 2022) produced differently that Work Motivation does not have a significantly positive effect or cannot mediate between Organizational Culture and Performance, and also Work Motivation cannot mediate between Competence and Performance. The purpose of this study was to analyze how the direct and indirect influence of Organizational Culture and Competency Variables on the Performance and Work Motivation of Library and Archive Service Employees of East Java Province.

Research Method

The population that the researcher uses is all employees in the Library and Archives Service East Java Province. Purposive sampling for determining the sample that is based on certain criteria to determine the sample. The samples taken were Officers in the Field of Archives Rescue and Utilization, as well as Library and Information Services totaling 54 employees. Samples were taken due to both fields have the same criteria related to library visitors. Primary data is generated by distributing questionnaires to respondents from fields that match the criteria. In addition, secondary data from this study are performance achievement data, attendance data, and education level data for Library and Archive Service Employees of East Java Province. Data was collected through interviews with several employees of the Library and Archives Office of the East Java Province, and also by distributing questionnaires in the form of several statements on the indicators for each variable. Furthermore, the results of the respondent's assessment will be tested for validity and reliability using SEM PLS 3.0

Result and Discussion

This description describes the last education, length of work, age, and gender. The respondents of this research were all employees in the Field of Archives Rescue and Utilization, as well as Library and Information Services, totaling 54 employees consisting of 23 female respondents and 31 male respondents. For the age of the majority of respondents aged 20 to 30 with a total of 20 respondents(Xie, 2022). The majority of respondents have a high school level of education (SMA) as many as 25 respondents, and undergraduate as many as 20 respondents. besides that regarding the length of work, the majority were mostly for 5 to 7 years as many as 18 respondents. Tests include average variance extracted, outer loadings, composite reliability, r-square, q-square, outer model, and specific indirect effects.(Dinh Van Thang & Nguyen Quoc Nghi, 2022)

Referring to the results of the research that has been done, the results are consistent with the hypothesis that the researchers proposed that Organizational Culture has an impact on employee performance at the Library and Archives Service of East Java Province, which means there is acceptance (Autin et al., 2022). This is in line with the research of Muis & Fahmi (2018) in their research which found that individually there is a significantly positive effect of organizational culture on performance. This means that the Organizational Culture which includes Orientation, Performance, Personality, Aggressiveness, and Self-Awareness of the East Java Province Library and Archive Service Team can improve employee performance. This also means that employees feel a strong Organizational Culture can result in increased employee performance, conversely, if the Organizational Culture is felt uncomfortable by employees it will result in a decrease in employee performance. According to Organizational culture also includes aspects that can provide increased performance, so that organizational culture improves and employee performance will also increase (Rimbayana et al., 2022). The strength of the organizational culture will affect the effectiveness and performance behavior of

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an employee. Referring to the explanation above a good Organizational Culture can provide increased employee performance in the company.(Pham et al., 2022)

Referring to the results of the research that has been done, the results are consistent with the research hypothesis proposed that Organizational Culture can have an impact on Work Motivation in the Library and Archives Service of East Java Province is acceptable. This is following the research of Honor (2016) which research showing that organizational culture has a significantly positive effect on employee motivation. This can be interpreted that Organizational Culture including Orientation, Performance, Personality, Aggressiveness, and Self-Awareness of the East Java Province Library and Archive Service Team can increase work motivation. This also means the better the organizational culture so the employees also have a higher level of motivation. Based on the description above, good organizational culture can increase work motivation in the company.(Sahoo, 2022)

Referring to the results of the research that has been done, the results following the hypothesis that the researchers proposed that Organizational Culture does not have an impact on Employee Performance at the Library and Archives Service of East Java Province was rejected. This is not relevant to the research by Soetrisno et al (2018) which revealed that variable competency on employee performance variables influences each other. The loading factor for the understanding indicator shows that competence is not needed to improve employee performance, procedures have been made for visitors about borrowing books or archives so that competence does not affect performance.(Grover et al., 2022)

Referring to the results of the research that has been done, the results are consistent with the hypothesis that the researchers proposed that competence can contribute to work motivation in the Library and Archives Service of East Java Province, which is acceptable. This is following the research of Amrullah et al. (2018) shows that competence has a positive effect on employee motivation. This means that competencies that include knowledge, understanding, abilities, and attitudes of the East Java Province Library and Archive Service can increase work motivation. A high level of work competence will also affect self-confidence when doing work, being able to overcome problems that will be faced while working. If an employee with the appropriate ability to do the work mandated, then he will be more motivated to work. Based on the description above, appropriate competencies can increase employee motivation in the company.(Naveed et al., 2022)

Referring to the results of the research that has been done, the results are consistent with the hypothesis that the researchers proposed that work motivation can have a direct impact on employee performance in the Library and Archives Service of East Java Province, which is acceptable. This is in line with (Makumbe, 2022) which proves

that motivation has a strong influence on employee performance. If employees are given work motivation the performance of their employees will be good. So it can be concluded that motivation affects employee performance: employees with high work motivation usually also have high performance too. Therefore it is necessary to generate employee motivation so that employees can produce their best performance. For employees, work motivation is crucial in achieving good performance or it can be considered that work motivation has something to do

with employee performance achievements. Referring to this explanation Work Motivation can increase employee performance in completing the job.(Desselle et al., 2022)

Organizational Culture Variables on employee performance through work motivation are acceptable. This means that the Work Motivation Variable can mediate Organizational Culture on employee performance. The biggest Outer Loading is in the Team Orientation indicator. This means that the Organizational Culture variable Team Orientation Indicator can have an impact on the biggest or the most influential. It can also be interpreted that the Work Motivation Variable is proven to mediate between Organizational Culture and Employee Performance. The results of this study are supported by Al Ayyubi (2019) who revealed that organizational culture influences employee performance through motivation.

Competency Variables on Employee Performance through work motivation at the Provincial Library and Archives Service. East Java is indirectly unacceptable. This means that the Variable of Work Motivation cannot be mediated Competency Variables on Employee Performance through work motivation at the Provincial Library and Archives Service East Java is indirectly unacceptable. This means that the Variable of Work Motivation cannot be mediated by Competence on Employee Performance.(Salwender et al., 2023)

Outer Loading of competence has a small difference in results between indicators. This means that in the Competency variable, all indicators can have an impact or influence on employee performance. It can also be interpreted that the Variable of Work Motivation does not mediate between Competence and Employee Performance. This is because there are already procedures made for visitors so competence cannot be seen from that. The results of his research are not in line with the research of Nikijuluw et al (2021) which results in competence through motivation that significantly influences positively the performance of the Secretariat Employees of the East Java Province HR Development Agency.(Hong et al., 2022)

Conclusion

The results of this study reveal that organizational culture contributes to improving performance employee, different from competence which has no contribution to improving employee performance. Then, Organizational Culture as well as Competence is proven to be able to play a joint role in supporting the work motivation of each employee in completing his work. Besides that, the motivational variable also has a role to contribute to improving employee performance. For Intervening or Mediation Variables, producing Work Motivation can mediate Organizational Culture with Employee Performance, but in contrast to Competency Variables, Work Motivation does not have a role as a mediating variable or cannot mediate Competency on Employee Performance.

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