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DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

The Effect of Work Motivation, Competence, and Organizational Culture on Employee Performance

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Abstract: The aims of this study were to: 1) determine and analyze the effect of motivation on employee performance at the Majene Regency Personnel and Human Resources Empowerment Agency, 2) Determine and analyze the influence of competence on employee performance at the Majene Regency Personnel and Human Resources Empowerment Agency, and 3) Knowing and analyzing the influence of organizational culture on employee performance at the Agency for Personnel and Human Resources Empowerment Majene Regency. The data used are primary data and secondary data. The population in this study consisted of all Civil Servants (PNS) at the Majene Regency Personnel and Human Resources Empowerment Agency, amounting to 42 people. By looking at the number of populations that are not too large, this study uses the census method, namely the entire population as respondents. Data was collected through observation, questionnaires, and documentation. The data analysis method used descriptive statistical analysis, and multiple linear regression using the SPSS program. The results showed that the variables of motivation, competence, and organizational culture had a positive and significant effect on employee performance at the Majene Regency Personnel and HR Empowerment Agency. Of the three independent variables used in determining the level of employee performance, it turns out that the motivational variable has a dominant influence in improving employee performance at the Majene Regency Personnel and Human Resources Empowerment Agency.

Keywords: Motivation, Competence, Organizational Culture, Employee Performance.
JEL Classification Code: O15, J24,

1. INTRODUCTION

The government mandates that current development priorities are directed at improving the quality of human resources. This is a national development goal and is the responsibility of the Indonesian people and nation. National development aims to develop the Indonesian people, which cannot be separated from efforts to improve the quality of human resources, including civil servants at the Majene Regency Personnel and Human Resources Empowerment Agency. Civil Servants of the Majene Regency Personnel and Human Resources Empowerment Agency, who are reliable, are a very urgent need to be fulfilled, given the increasingly fierce competition in all fields. The era of globalization is a time full of challenges, so to turn these challenges into opportunities, adequate capabilities are needed from every actor in the organization, shown by better employee performance.

Advanced human resources in the performance of Civil Servants at the Majene Regency Personnel and HR Empowerment Agency who participate in the implementation of national development and contribute ideas, both in the form of planning concepts, work program concepts, technical implementation concepts, and strategies as well as controlling various main service tasks to the community demands the level of capability of Civil Servants who excel and are professional according to the vision, mission, and goals of an organization that develops services to the community. This requires the responsibility of Civil Servants to continuously improve their competence in carrying out the main tasks of service, supported by high work motivation (Ángeles López-Cabarcos et al., 2022; Votto et al., 2021). Employees at the Majene Regency Personnel and Human Resources Empowerment Agency are involved as development implementers who directly or indirectly hold

strategic roles concerning organizational goals. All levels expect the demands of the performance of its employees of society to be able to carry out infrastructure development based on the principles of equity and justice through improving the performance of employees who have work motivation and adequate competence in providing services to the community.

Employees at the Majene Regency Personnel and Human Resources Empowerment Agency are required to improve the quality of their apparatus resources further because the role of human resources at this time is a determinant of the success of the development. Each unit of government organization must be able to formulate appropriate policies to cope with any changes that will occur. One of the policies that management pays attention to is empowering human resources. It is expected to improve the performance of employees at the Agency for Personnel and Human Resources Empowerment of Majene Regency. Become the authority of the Regency and the co-administration tasks assigned to the Regent. To carry out its duties as intended, the Agency for Personnel and Human Resources Empowerment of Majene Regency has the following functions: 1). Implementing correspondence, facilities, and infrastructure, libraries, documentation, and finance, as well as managing and analyzing employee data; 2). Formulating, planning, and implementing policies related to the formation, development, coaching, and dismissal of employees; 3) Implementation of non-position employee transfers, processing promotions, placements, and periodic salary increases; 4). Formulating and implementing policies related to the analysis of employee education and training needs; 5) implementation of evaluation and accountability for the implementation of work programs and reporting them to the Regent; 6). Performance of other tasks assigned by the mayor following his duties and functions.

The concept of performance, according to (Munawar et al., 2022), is the work that a person or group of people can achieve in an organization following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law and following morals and ethics. Furthermore, the State Administration Institute (2000:3) defines performance as a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization. Therefore, performance must be known and informed to certain parties to obtain information about the level of achievement of the results of an agency associated with the vision carried out. In such a settlement, necessary actions can be taken, such as correction of policies, straightening out the main activities and tasks of the agency as material for planning, and determining the level of success in achieving the mission of the government agency/organization. Employee performance is used by management to able to carry out periodic assessments of the operational effectiveness of a government agency based on established targets, standards, and criteria (Stirpe et al., 2022). Every employee is required to do a good job, and the services provided to interested parties can be used to identify and evaluate whether employees have given their maximum performance (Votto et al., 2021). So that employee performance is high, it is necessary to increase optimal work and use the resources owned by employees as well as possible to achieve the goals of an organization. Given the importance of employee performance to an organization's goals and sustainability, the organization must pay attention to factors that can affect employee performance (Godfroid et al., 2022; Munawar et al., 2022); (Fehr et al., 2019; Kotzé & Nel, 2020; Urtasun & Núñez, 2012).

Concerning the performance of employees at the Agency for Personnel and Human Resources Empowerment, Majene Regency still needs to be improved. Improving the quality of employees can be one solution to enhance the performance of the Majene Regency Personnel and Human Resources Empowerment Agency employees. The quality of employees still must be improved according to the demands of the assigned tasks. The number of employees at the Majene Regency Personnel and Human Resources Empowerment Agency is 42 people, where the education level of employees is high school as many as 18 people, S1 as many as 16 people, Diploma as many as six people, and S2 as many as two people. From these data, the level of education of employees is classified as inadequate, so the quality has not run as expected. Problems related to this include employee motivation is still low, and the competence of employees is not optimized when compared to the educational background and specialization. Therefore, employee performance needs to be investigated to optimize employee performance at the Majene Regency Personnel and Human Resources Empowerment Agency.

The Agency for Personnel and Human Resources Empowerment, in carrying out its function as a professional personnel administration service, has problems, namely: 1). The staffing administration service is not yet optimal; 2). unequal distribution of employees; and 3). Data synergy, and data validity, are not maximized. The obstacles to these problems are 1). The unavailability of the personnel network technology system; 2). Limited knowledge and insight of the apparatus; 3). The distribution of employees is not based on competence and workload. While that can be a driving factor: 1). The need for time-bound personnel services; 2). Intense KKN atmosphere in personnel administration services; 3). The rapid progress of information technology Based on the above phenomenon, it can be explained that the performance of employees at the Majene Regency Personnel and Human Resources Empowerment Agency is primarily determined by the ability and willingness of employees to complete the job well. The knowledge and willingness are the employee's workability and high work motivation. Therefore, the factors that are believed to affect the performance of employees at the Agency for Personnel and Human Resources Empowerment of Majene Regency, among others: are our motivation and competence.

In connection with the motivation of employees at the Agency for Personnel and Human Resources Empowerment, Majene Regency needs to be improved. From the researchers' observations, some still consider work only a routine job because employees are less motivated to complete work well. In carrying out the main tasks, employees need motivation so that there is always development in a more advanced and professional direction, so it is not just a routine. Therefore, reason needs to be studied because it is believed to influence employee performance at the Majene Regency Personnel and Human Resources Empowerment Agency. Employee competence will be manifested in the form of mastery of knowledge, skills, expertise, and professional attitudes in carrying out their duties (Khan & Abbas, 2022; Stirpe et al., 2022). From the author's observations, several employees at the existing Majene Regency Personnel and Human Resources Empowerment Agency still do not make maximum efforts, including the lack of knowledge and skills possessed by employees, team member behavior attitudes also lack the initiative in performing their duties and functions. Meanwhile, self-development efforts require every employee to improve their competence, which is expected to improve employee performance in the future. Various studies on the effect of work competence on employee performance have been carried out and have not provided consistent results.

The organizational culture at the Majene Regency Personnel and Human Resources Empowerment Agency is pretty good. However, some still do not fully understand the culture adopted by employees, including work ethics, which usually delays the completion of tasks and likes to chat at work so that employees do not concentrate on completing their work. Organizational culture binds employees who work in it to behave following the existing corporate culture (Lee & Jun 2022). If this understanding is drawn into the organization, then a set of norms has become a culture in the organization so that employees must behave and follow the existing culture without feeling forced. When employees can act following the current organizational culture, employee performance will be good, but when employees cannot behave following the existing corporate culture, employee performance is not good.

The dynamics of the work of the government bureaucracy, especially employees at the Agency for Personnel and Human Resources Empowerment, Majene Regency, have undergone improvements in various aspects of management, especially those related to human resource management in carrying out development that requires human beings to be faced with efforts to develop organizational management that leads to the implementation of modern work management. . One of the characteristics of contemporary work management is showing employee performance following work dynamics that continue to experience dynamic changes in achieving organizational goals (Stirpe et al., 2022; Thompson & Vecchio, 2009). The need for potential human resources in the dynamics of modern work requires the existence of human resources who have work motivation and professionalism according to their fields, so that in carrying out their main tasks and functions as employees who show dedication and high work ethic because they have the motivation and competence to produce performance optimal. Theoretical studies and previous research results show that many factors, such as motivation and competence, affect employee performance. This allegation needs to be investigated as a basis for making decisions or policies.

Table 1: Data Summary



Subject	Human Resource Management
Specific subject area	Human Resource Management, Motivation, Competence, Employee Performance
Type of data	Table and Figure
How data were acquired	Survey
Data format	SPSS
Parameters for data collection	The sample is 42 civil servants of Majene Regency
Description of data collection	This research was conducted using a survey approach and distributing questionnaires to analyze the facts and data that support the information needed to support the research discussion. While the type of research is descriptive quantitative that describes and explains the influence of motivation, and competence on employee performance at the Agency for Personnel and Human Resources Empowerment Majene Regency
Data source location	South Sulawesi

Value of the Data

- Work motivation has a positive effect on employee performance at the Agency for Personnel and Human Resources Empowerment Majene Regency.
- Competence has a positive effect on employee performance at the Agency for Personnel and Human Resources Empowerment Majene Regency.
- Organizational culture has a positive effect on employee performance at the Agency for Personnel and Human Resources Empowerment Majene Regency.

Data Description

This research was conducted using a survey approach and questionnaires to analyze the facts and data that support the research discussion. While the type of research is descriptive and quantitative, which describes and explains the influence of motivation and competence on employee performance at the Agency for Personnel and Human Resources Empowerment Majene Regency. This research was conducted in Majene Regency, precisely at the Office of the Personnel and Human Resources Empowerment Agency of Majene Regency, considering that employee performance still needs to be improved through effective leadership, high discipline, and a conducive work environment. In addition, it is easier to collect research data, both primary and secondary data, in conducting interviews with informants. Meanwhile, the time needed to conduct research is November to December 2021. A population is a whole group of elements, generally in the form of people, objects, transactions, or events. In this study, the population consisted of all Civil Servants (PNS) at the Majene Regency Personnel and Human Resources Empowerment Agency, amounting to 42 people. By looking at the number of populations that are not too large, this study uses the census method, namely the entire population as respondents. To process the data from the research, the authors use 2 (two) methods: 1). Descriptive analysis, which is used to describe the characteristics of respondents and research variables descriptively through the distribution of frequency, average, and percentage; 2). Qualitative analysis using multiple linear regression model, which is used to analyze the influence of leadership, discipline, and work environment variables on employee performance within the Ponrang District Office, Luwu Regency. The formula used is:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

- Y = Employee Performance
X₁ = Work Motivation
X₂ = Competence

- X_3 = Organizational Culture
- b_0 = Constant
- b_1, b_2, b_3 = Regression Coefficient
- e = Error (variabel bebas lain di luar model regresi)

Table 2: Characteristics of Respondents by Gender at the Agency for Personnel and Human Resources Empowerment of Majene Regency

Gender	Frequency	%
Men	24	57,14
Women	18	42.86
Total	42	100,00

The data collected shows that the age level that occupies the most significant proportion is the age level of 32 - 38 years, as many as 22 people (37.29%), followed by the age level 46 - 52 years, as many as 17 people (28.81%) then the age level 39 - 45 years as many as 16 people (27.17%). In comparison, the age level with the minor proportion is 25 - 31 years, as many as four people (6.78%). This means that respondents generally have a productive age level expected to correctly complete the tasks for which they are responding.

Table 3: Characteristics of Respondents by Education Level

Education Level	Frequency	%
Magister	1	1,70
Bachelor	30	50,80
Diploma	5	8,50
Senior High School	23	39,00
Total	59	100,00

The working period of respondents who occupy the highest proportion is in the period of service of 10 - 17 years as many as 29 people (49.15%), and then followed by the period of service of 18-25 years as many as 17 people (28.82%). While the working period with the smallest proportion is 2-9 years as many as 13 people (22.03).

Table 4: Distribution of Respondents' Responses to Organizational Culture Variables

Indicators	Frequency Distribution of Respondents' Answers (%)					Mean
	1	2	3	4	5	
regulatory compliance	0 (0,0)	0 (0,0)	2 (3,4)	16 (27,1)	41 (69,5)	4,36
compliance with instructions from superiors	0 (0,0)	0 (0,0)	2 (3,4)	14 (23,7)	43 (72,9)	4,59
dress with agency identifier	0 (0,0)	0 (0,0)	8 (13,6)	12 (20,3)	39 (66,1)	4,57
maintain office supplies	0 (0,0)	0 (0,0)	4 (6,8)	15 (25,4)	40 (67,8)	4,51
work as specified	0 (0,0)	0 (0,0)	2 (3,4)	15 (25,4)	42 (71,2)	4,38

Table 5: Distribution of Respondents' Responses to Work Environment Variables (X3)

Indicators	Frequency Distribution of Respondents' Answers (%)					Mean
	1	2	3	4	5	
adequate work facilities	0 (0,0)	0 (0,0)	0 (0,0)	18 (30,5)	31 (69,5)	4,19
nice place to work	0 (0,0)	0 (0,0)	0 (0,0)	27 (28,8)	32 (71,2)	4,43
data storage security	0 (0,0)	0 (0,0)	1 (1,7)	20 (33,9)	38 (64,4)	4,73
suitability of job duties and responsibilities	0 (0,0)	0 (0,0)	5 (8,5)	16 (27,1)	38 (64,4)	4,59
harmony between employees	0 (0,0)	0 (0,0)	0 (0,0)	20 (33,9)	39 (66,1)	4,26

Table 6: Research Instrument Validity Test Results

Research Instrument	Corrected Item-Total Correlation	r-Product Moment (r-tabel) (n = 59; $\alpha 0,05$)	Description
Work motivation 1	0,929	0,254	Valid
Work motivation 2	0,724	0,254	Valid
Work motivation 3	0,830	0,254	Valid
Work motivation 4	0,694	0,254	Valid
Work motivation 5	0,912	0,254	Valid
Competence 1	0,831	0,254	Valid
Competence 2	0,403	0,254	Valid
Competence 3	0,953	0,254	Valid
Competence 4	0,884	0,254	Valid
Employee Performance 1	0,809	0,254	Valid
Employee Performance 2	0,588	0,254	Valid
Employee Performance 3	0,893	0,254	Valid
Employee Performance 4	0,726	0,254	Valid
Employee Performance 5	0,646	0,254	Valid
Work Environment 1	0,722	0,254	Valid
Work Environment 2	0,804	0,254	Valid
Work Environment 3	0,752	0,254	Valid
Work Environment 4	0,665	0,254	Valid
Work Environment 5	0,649	0,254	Valid

Tabel 7: Hasil Uji Reliabilitas Instrumen Penelitian

Research Instrument	Corrected Item-Total Correlation	r-Product Moment (r-tabel) (n = 59; $\alpha 0,05$)	Description
Work motivation 1	0,967	0,254	Reliable
Work motivation 2	0,968	0,254	Reliable
Work motivation 3	0,966	0,254	Reliable
Work motivation 4	0,934	0,254	Reliable
Work motivation 5	0,955	0,254	Reliable
Competence 1	0,967	0,254	Reliable
Competence 2	0,967	0,254	Reliable
Competence 3	0,935	0,254	Reliable
Competence 4	0,966	0,254	Reliable
Employee Performance 1	0,967	0,254	Reliable
Employee Performance 2	0,968	0,254	Reliable
Employee Performance 3	0,966	0,254	Reliable
Employee Performance 4	0,968	0,254	Reliable
Employee Performance 5	0,971	0,254	Reliable
Work Environment 1	0,968	0,254	Reliable
Work Environment 2	0,978	0,254	Reliable
Work Environment 3	0,969	0,254	Reliable
Work Environment 4	0,939	0,254	Reliable
Work Environment 5	0,974	0,254	Reliable

Normal P-P Plot of Regression Standardized Residual

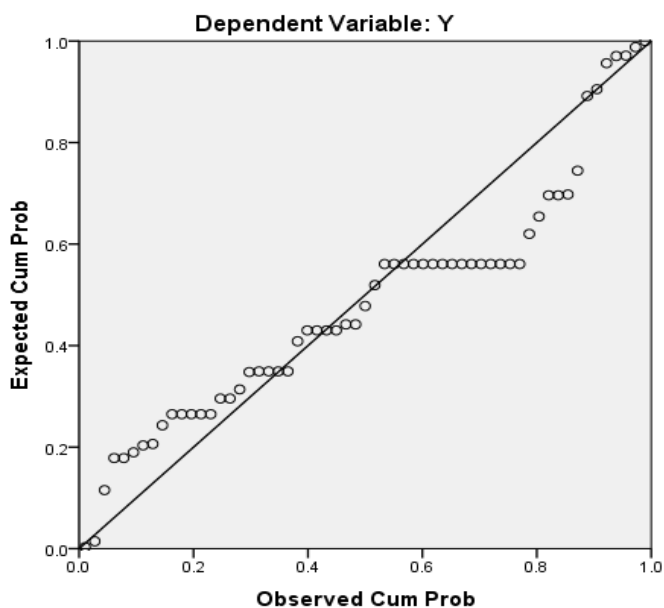


Table 8: Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	X ₁	.139	6.654
	X ₂	.252	3.323
	X ₃	.236	4.786

Scatterplot

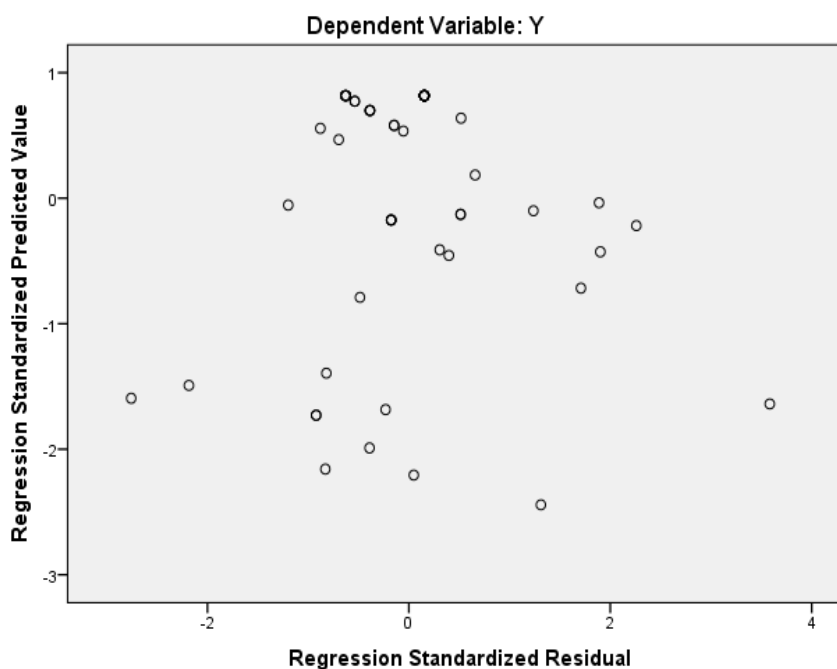


Table 9: Coefficient of Determination Test Results (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.902 ^a	.813	.803	.25605

Table 10: Simultaneous Testing (Test F)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.710	8	5.237	103.834	.000 ^b
	Residual	2.606	75	.066		
	Total	15.315	82			

Table 11: Partial Test (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.199	.437		.265	.792
	X ₁	.543	.129	.588	4.578	.000
	X ₂	.398	.136	.266	3.393	.021
	X ₃	.317	.186	.086	.705	.484

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