

THE EFFECT OF WORK CULTURE AND WORK MOTIVATION ON THE PERFORMANCE OF CENTRAL BPS EMPLOYEES

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ABSTRACT

Simplification of the bureaucracy with minimal structure but rich in functions led to changes in the work culture of employees. Employees are required to be more proactive at work, not just waiting for instructions from the leadership to work. This study aims to determine the effect of work culture and work motivation on employee performance at Central BPS. This type of research is quantitative research. The population in this study were all civil servants of BPS on Jl. dr Soetomo Jakarta, totaling 1429 employees. Sampling was done by means of systematic sampling, as many as 303 employees. Data collection was carried out by survey method using google form. Data were analyzed by simple and multiple linear regression. Based on calculations using the Weight Least Square method for the variables of Work Culture (X1), Work Motivation (X2), and Employee Performance (Y), the regression equation can be made as follows $Y = -1.1218 + 0.9203 X1 + 0.1180 X2$. The results showed that work culture and work motivation simultaneously had a significant effect on the performance of Central BPS employees by 94.13 percent, while the remaining 5.87 percent was explained by other variables that were not included in the model used in the study. Partially, work culture and work motivation have a significant effect on the performance of Central BPS employees. The findings in this study are that sincere attitude is a work culture that has a strong influence on improving the performance of Central BPS employees and good interpersonal relationships can motivate Central BPS employees to improve their performance. To further strengthen the work culture, the organization's core values should be stated in operational standards for the implementation of activities/tasks.

Keywords: *Work Culture, Work Motivation, Employee Performance*

A. PRELIMINARY

Simplification of the bureaucracy is carried out to create a more dynamic and professional bureaucracy as an effort to increase effectiveness and efficiency in order to improve the performance of the State Civil Apparatus (ASN). Performance is very important for an organization or company to achieve its goals. Organizational performance is strongly influenced by the performance of individuals in it. Performance is often referred to as work performance. Fransisca (2014) states that employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. If all employees have good performance, the organizational performance will also be good. As revealed by Oktawati (2016) organizational performance is largely determined by the performance of each employee.

According to Robbins (2001) to measure the performance of individual employees can use 6 indicators, namely 1) quality to measure employee perceptions of the quality of work produced, 2) quantity to measure the number of activities or work produced, 3) timeliness to measure time in completing work, 4) effectiveness to measure the level of use of resources (manpower, money, technology, raw materials) to the maximum in order to increase the results of each unit in the use of resources, 5) independence to measure the level of an employee who later in carrying out his work functions without asking for help and guidance from others, and 6) work commitment to measure the level of work commitment and responsibility of employees to the agency.

The success of an organization in achieving its goals depends on the quality of human resources which is influenced by the work culture of the organization. Work culture is the values that become the nature and habits inherent in every employee which is reflected in attitudes and behavior as part or guidelines in carrying out all activities related to his work in improving the quality of work and has a strong influence on performance.

Hasdiah (2018) states that work culture cannot be separated from HR itself, because work culture is closely related to human attitudes/behaviors and paradigms of thinking in creating adequate work productivity. Every state apparatus in carrying out its duties at work should have values such as 1) discipline including time discipline and work quality discipline, 2) skilled in showing or manifesting every skill possessed in creating good quality work, 3) rationality-based and emotional intelligence in dealing with every work challenge as well as the willingness of employees to learn and make changes for the progress of their work, 4) participatory in completing every given responsibility so that effective work synchronization occurs, and 5) sincerely sincere in providing services capable of placing or positioning work as a humanitarian responsibility so that positive work motivation (selfless) can be realized.

The work culture applied by the organization should be a solid foundation for building identity and guiding the behavior of its employees in carrying out their duties. The Central Statistics Agency (BPS) as a provider of official statistics (official statistics) is always required to provide valid and up-to-date data quickly and with quality. BPS personnel must always be ready to undergo dynamic

changes. In order to build a work culture that reflects the core values (Professional, Integrity and Trustworthy) that have been embraced by BPS, in carrying out statistical activities, BPS employees must have the necessary capacity and capability to produce quality statistical data. But in reality, there are still some employee work cultures who in carrying out their duties or work are less creative, only carrying out routine work. In addition, there are still employees who do not know what to do/do, employees only wait for instructions from the leadership in carrying out their duties, causing their work to be late or delayed. What is expected is that employees have the initiative to complete work on time according to the given target so that employee performance increases.

Simplification of the bureaucracy through equalization of positions by transferring administrative positions into functional positions carried out by the government is expected to create employees who are more proactive in understanding the rights, obligations, and applicable regulations so that they better understand their functions and can carry out their work better. Functional positions after the transfer of positions are divided into 2, namely career functional positions and functional positions resulting from equalization. It is undeniable that the transfer of positions has brought changes in both the organizational structure and the work system of Central BPS employees. This change also brings changes to the work culture and work motivation of Central BPS employees. Prior to the transfer of position, an activity is carried out by a person or team in a section or sub-directorate. After there is a transfer of position, an activity is carried out by a team consisting of a combination of several functions (formerly a sub-directorate) within one directorate and other functions outside the directorate that supports the activity. The merging of work from several functions makes work patterns change, the differences in the work culture of each function must adapt to the new work culture after merging into one directorate team.

In addition to changes in work culture, this simplification of the bureaucracy causes envy among employees due to the difference in benefits between career functional officers and functional officers resulting from the equalization, where career functional officials get higher allowances than functional officials from equalization results but the duties and functions of functional officials from equalization results are greater. These differences affect employee motivation. Motivation is one of the factors that affect employee performance.

Hasdiah (2018) states that the work process will be optimal if employees have high work motivation and are supported by adequate employee abilities, skills, and experience. Herzberg (2018) classifies motivation into 2, namely extrinsic motivation (originating from outside oneself) and intrinsic motivation (coming from within oneself). The results of Herzberg's research (in Hasibuan, 2016) found that intrinsic motivation is a driving force that arises from within each person such as achievement/achievement, recognition/recognition of others achieved, work itself, responsibility/responsibility, advancement/development. If the employee has a good intrinsic motivation, the employee will care about his job and do his job happily so that it is possible to use his creativity and innovate on what he is doing and will always try to find better ways to do the job. The

employee does not need strict supervision from superiors to carry out the assigned tasks and does not need to wait for orders from superiors in carrying out self-development activities. But in reality, it is suspected that there are still employees who work waiting for orders from superiors. In addition, there are employees who are not motivated to excel or develop themselves.

Extrinsic motivation is a driving force that comes from outside a person. According to Herzberg (in Luthans, 2011) classified as extrinsic motivation such as policy and administration/policy and administration, quality supervisor/supervision quality, interpersonal relations/co-worker relations, working conditions/working conditions, and wages/salaries or rewards. Employees who have an extrinsic drive will focus on what the organization provides, so that their performance is directed to obtain organizational goals so that their performance will increase. For example, if someone wants to be promoted to a position, his actions will support the achievement of that desire.

Changes in a work culture that occurred after the simplification of the bureaucracy and the difference in benefits between career functional officers and functional officers as a result of the equalization were the background of the author wanting to do this research. The author wants to know the effect of work culture and work motivation on the performance of Central BPS employees.

B. METHODS

This research is a type of quantitative research. The population in this study were all BPS civil servants with an office on Jl Dr. Soetomo no. 6-8 Central Jakarta, totaling 1429 people. Because the population in this study is known, the sample calculation uses the Cochran formula as follows:

$$n = \frac{\frac{t^2 \cdot P \cdot Q}{d^2}}{1 + \frac{1}{N} \left(\frac{t^2 \cdot P \cdot Q}{d^2} - 1 \right)}$$

In this study with $N = 1429$, t table at the 5% confidence level of 1.96, the proportion (p) of 0.5, q is $1-p$, with an error rate (d) of 5%, so the number of samples used as following:

$$n = \frac{\frac{(1,96)^2 \cdot 0,5 \cdot 0,5}{(0,05)^2}}{1 + \frac{1}{1429} \left(\frac{(1,96)^2 \cdot 0,5 \cdot 0,5}{(0,05)^2} - 1 \right)} = 302,93 \approx 303 \text{ Responden}$$

From the results of the calculation of the Cochran formula, it was found that the number of samples was 303 employees and the sampling technique used was systematic sampling. The data collection technique uses a google form which contains closed-ended questions arranged using a Likert scale. The data analysis technique used is multiple linear regression.

Before the research instrument is used to collect data on the respondents, validity and reliability tests are carried out first to ensure that the research

instrument used is appropriate and appropriate to use. Instrument testing was carried out by conducting trials on 30 respondents at Central BPS with a significance level of 5%. The validity test uses the Pearson Product Moment rtable of 0.361 while the reliability test uses *Cronbach's Alpha coefficient* (α).

There are 55 questions/items in this study which are broken down into 14 questions/items on work culture, 26 items/questions for work motivation, and 15 items/questions for employee performance. Based on the results of the validity test, it is known that all question items in each variable have a value of $r_{count} > r_{table}$ value (0.361) so that all questions in all variables of work culture, work motivation and employee performance are valid. Based on the reliability test, it was found that the *Cronbach Alpha coefficient* (α) for the three variables was worth more than 0.90 or it could be said to have a high-reliability value. So it can be concluded that the research instrument made already meets the requirements to be used as a research tool.

The analytical technique used in this research is descriptive analysis to explain the results of the answers from respondents and to determine the influence between work culture, work motivation and employee performance variables, linear regression analysis is used.

C. DISCUSSION

The profile of respondents from this research shows that the Central BPS employees are dominated by female employees by 64 percent. In terms of the age of the respondents, 43 percent of Central BPS employees are in the 30-39 year age group, 23 percent in the < 30 years age group, 20 percent in the 40-49 year old group, and the remaining 14 percent in the over 50 year old group.

Based on education level, almost all of the respondents have DIV/S1 and S2 education with a percentage of 50 percent and 42 percent, respectively. The remaining 4 percent have DI/DII/DIII education, 3 percent high school and 1 percent doctoral degree. When viewed from functional positions, as many as 76 respondents who have become functional officials while the remaining 24 percent are still not functional or general functional.

The majority of Central BPS employees have worked at BPS for 10-19 years (44 percent as many as 134 people). Meanwhile, 30 percent (92 people) are employees who have only worked at BPS for less than 10 years. And 21 people (7 percent) have worked at BPS for more than 30 years.

Indicators of work culture variables consist of: 1) Discipline, 2) Skills, 3) Rationality and Emotional Intelligence, 4) Cooperation, and 5) Sincerely. There are 14 questions spread over 5 indicators in the work culture variable. If it is seen from the average value of each question given to the respondents, the highest score (4.56) and the lowest (4.22) is found in the sincere and sincere indicator. The question that has the highest average score in the sincere indicator is the statement "I do my job honestly" while the lowest average value is in the statement "I am happy to accept the work responsibilities given by the leadership". This shows that Central BPS employees are happy or not in carrying out their work, but they behave honestly and responsibly towards the tasks/jobs that have been given.

Work motivation variable has 2 dimensions, namely intrinsic motivation (consisting of: indicators of achievement, recognition, work itself, responsibility and development) and extrinsic motivation (consisting of: indicators of policy and administration, interpersonal relationships, working conditions and salary/incentives). The indicator with the highest average is the interpersonal relationship indicator in the statement "I help my friend's work if he needs it" with an average of 4.38 with the percentage of respondents' answers agreeing to help a friend's work when needed is 96 percent. This shows that Central BPS employees have a high attitude of helping each other towards friends or co-workers or a very high sense of caring for friends or it can also show a very high social sense between employees.

While those that have a small influence on work motivation are the indicators that have the lowest average answer, namely the policy/administration indicator on the statement "The administrative system makes it easier for me to work" with an average of 3.62 and 57 percent of respondents who feel it is easier with the system. existing administration. From the results of the study, it was found that there were still many employees who felt that the applicable administrative policies/systems had not facilitated and motivated employees to work more optimally.

Employee performance variable indicators consist of: 1) Quality, 2) Quantity, 3) Punctuality, 4) Independence, 5) Effectiveness, and 6) Work Commitment. There are 15 questions spread over 6 indicators in employee performance variables. When viewed from the average value of each question given to respondents, the highest score is the quality indicator in the statement "I always try to improve the quality of my work" of 4.39 and 95 percent of Central BPS employees agree to always try to improve the quality of results. her job. Meanwhile, the question with the lowest average score is the independence indicator in the statement "I always wait for what the leadership instructs me to do about work" with an average of 3.34 with a percentage of 47 percent of respondents always waiting for what is instructed by the leadership about their work. If not instructed, the employee leadership tends to be relaxed at work.

To determine whether there is an influence of work culture and work motivation on the performance of Central BPS employees, a multiple linear regression analysis is used. A good linear regression model is a model that meets the classical assumptions which include normality, multicollinearity, autocorrelation, and heteroscedasticity.

The normality test aims to determine whether the residual data value of a research variable follows a normal distribution or not. From the results of the Kolmogorov-Smirnov normality test, it is known that the significance value is more than 0.05 ($0.678 > 0.05$) so it can be concluded that the residual value of the research data is normally distributed.

The multicollinearity test was conducted to test whether there was a correlation between the independent (independent) variables in the regression model. A good regression model should not have a correlation between independent variables. One way to detect the presence or absence of multicollinearity is by looking at the value. From the results of the

multicollinearity test using the Variance Inflation Factor (VIF) method, it is known that the tolerance and VIF values are both 0.509 and the VIF value is 1.966. Because the tolerance value (0.509) > 0.1 and VIF (1.966) < 10, it can be concluded that there is no multicollinearity so that the assumptions are met.

The autocorrelation test was conducted to determine whether or not there was a correlation between the residuals in one observation and other observations in a regression model. To detect autocorrelation, Durbin Watson (DW) test was used. The results of the Durbin Watson test were compared with the Durbin Watson coefficient table at a significant level of 5 percent, it was found that the D-W value was 1.908. When compared with the table DW value with a significant level of 5 percent at n = 200 and k = 2, du = 1.7 and dL = 2.3, it means that the DW value is in the non-autocorrelation area, so it can be concluded that the residual data has no correlation. between one observation and another.

A heteroscedasticity test is conducted to test whether in the regression model there is a similarity of variance (benchmark) from one observation residual to another observation. From the results of the heteroscedasticity test using the Breusch-Pagan Godfrey Test method, it is known that the p-value is 4.078e-05 (=0.000) > 0.05, which means that the residuals have unequal variances. So that heteroscedasticity occurs or the assumption of homoscedasticity for multiple linear regression is not fulfilled. Statistically, if a case occurs heteroscedasticity, it can interfere with the model to be estimated. To overcome the case of heteroscedasticity, in this study the regression equation used was the Weighted Least Squares (WLS) method. The results of the regression processing using the R application are as shown in Table 1.

Table 1. Processed Regression with the R application

	Beta.wls	Se.b.wls	t.wls	p_v.wls
Constant	-1,1217768	0.39498524	-2,840047	0,004819
Work Culture.wls	0,9203228	0.13920966	6,611055	0,000000
Work Motivation.wls	0,1180329	0.05929705	1,990536	0,047439

Based on Table 1, the following regression equation can be made:

$$Y = -1,1218 + 0,9203 X_1 + 0,1180 X_2 + \varepsilon$$

Where Y = Employee performance as dependent variable, X_1= Work Culture as independent variable, X_2= Work Motivation as independent variable, β_0 = Constant, β_1 = Regression coefficient of work culture variable, β_2 = Regression coefficient of work motivation variable.

Based on Table 1, the Work Culture variable values t.wls (6.611055) and Sig. (0.000) < 0.05, while the variable work motivation values t.wls (1.990536) and Sig. (0.047439) < 0.05, meaning that work culture and work motivation have a positive and significant effect on the performance of Central BPS employees.

The interpretation of the multiple linear regression equation in this study (which includes social science) focuses on the sign of the coefficient with the following explanation:

1. The negative constant-coefficient states that by assuming the absence of work culture and work motivation variables, employee performance tends to decrease.
2. Work Culture Variable (X1) with a positive regression coefficient (0.9203) which means that by assuming the absence of another independent variable (work motivation), if the work culture has increased, the employee's performance tends to increase. Likewise, when the work culture has decreased, the employee's performance has also decreased.
3. Work Motivation Variable (X2) with regression coefficient (0.1180) is positive, which means that by assuming the absence of other independent variables (work culture), if work motivation has increased, employee performance tends to increase. Likewise, when work motivation decreases, employee performance also decreases.

To find out what percentage of the influence of work culture and work motivation variables (independent variable) simultaneously on employee performance variables (dependent variable) using the coefficient of determination. R^2_{wls} value of 0.9412672 indicates that the independent variables (work culture and work motivation) can explain the dependent variable (employee performance) by 94.13 percent, while the remaining 5.87 percent is explained by other variables that are not included in the model. used in research.

Simultaneous F-test aims to determine whether there is a simultaneous (together) effect given by the work culture and work motivation variables (as independent variables) on the employee performance variable (the dependent variable). The value of F_{count} in Figure 4.13 is 2387.915 which is greater than F_{table} (3.052) so it can be concluded that the estimated WLS linear regression model is feasible to use to explain the influence of work culture and work motivation on the performance of Central BPS employees.

The t test (partial) aims to determine whether there is a partial effect (alone) given the work culture and work motivation variables (as independent variables) on employee performance variables (dependent variable).

1. Hypothesis 1 examines the effect of work culture (partially) on employee performance. Table 1 shows that the t_{count} value (t_{wls}) of the work culture variable is 6.611055 > the t_{table} value (1.977) thus indicating that the work culture variable has a positive and significant effect on the employee performance variable.
2. Hypothesis 2 examines the effect of work motivation (partially) on employee performance. Table 1 shows that the t_{count} (t_{wls}) of the work motivation variable is 1.990536 > t_{table} value (1.977) so that it shows that the work motivation variable has a positive and significant effect on the employee performance variable.

The Influence of Work Culture on Employee Performance

Work culture can be seen from the attitude or behavior of employees in carrying out their work/duties. Every ASN according to Budiwinatara (in Hasdiah, 2018) should have discipline, skills, rationality and emotional intelligence, participation, and sincerity in carrying out their duties.

Based on the results of respondents' answers to the overall work culture variable, the average answer was 4.42, including in the high category. This shows that Central BPS employees already have a good work culture. This good work culture must be maintained and improved so that it strengthens and takes root in the behavior of Central BPS employees. Solid and deeply rooted work culture will not be easily replaced every time by agency leaders. Strengthening work culture will provide benefits for the individual itself or the organizational environment.

Sincerity indicators that are firmly embedded in Central BPS employees will create a sense of responsibility for employees towards individuals and work. The high sense of responsibility of Central BPS employees will be a strong capital to further develop other work cultures. In addition, the emergence of a high sense of responsibility will foster a professional attitude that will support to improve performance. Professional attitude in carrying out their duties as ASN makes Central BPS employees able to place every task that is their responsibility and always try to do their work honestly and sincerely regardless of whether they are happy or not with the task being done. This is inseparable from the vision and mission of BPS, which is not only as a data provider agency but also as a statistical development agency for other Ministries/Agencies.

Work culture in this study has a strong and positive significant influence on employee performance, this is evidenced by the obtained value of t_{count} (18,697) with a positive value of Sig. (0.000) < 0.05. If the work culture of Central BPS employees increases, the performance of Central BPS employees will also increase.

The results of this study are in line with the research of Intan (2017), Hasdiah (2018), and Adha (2019) which state that the work culture variable has a positive effect on employee performance.

The Effect of Work Motivation on Employee Performance

The motivation that exists in the individual is the capital to improve performance and develop the organization optimally. Employees who have high motivation will do their job well and will certainly improve their performance. Based on the results of respondents' answers on the overall work motivation variable, the average answer is 3.98, including in the medium category. This shows that the motivation of Central BPS employees is quite good. The indicator that has a strong influence on the work motivation of Central BPS employees is interpersonal relationships. The relationship between Central BPS employees is well established with a strong sense of togetherness. Most BPS employees are employees whose initial acceptance to become ASN is at BPS, besides that the work targets between employees are usually almost the same so that helping each other with work will be very helpful in completing work targets together. Because if one job is hampered, it will hinder other work which in turn will hinder the final target of the work. A good relationship between employees is a form of support between one employee and another that makes employees feel comfortable at work so that they motivate work which in turn can help improve employee performance.

The development of data needs requires BPS employees to always develop and transform towards achieving the vision and mission of BPS. This demand

motivates employees to always develop themselves, either adding knowledge or skills through courses or continuing education (as evidenced by the percentage of employees who went to master's degree by 42 percent).

The results of this study inform that motivation has an important role in improving the performance of Central BPS employees. This is evidenced by the value of t_{count} (21.511) which is positive with the value of $Sig. (0.000) < 0.05$. This means that work motivation has a positive and significant influence on employee performance at Central BPS.

The results of this study are in line with and strengthen the previous empirical findings conducted by Intan (2017), Hasdiah (2018), and Apandi (2019) which state that the work motivation variable has a positive effect on employee performance.

The Influence of Work Culture and Work Motivation on Employee Performance

Employees who have a strong work culture and positive work motivation will produce high performance in achieving organizational goals. Work culture and work motivation together are important in achieving employee performance. Where motivation is the driving factor for someone to do something while work culture is the values or behavior that is adopted by someone to do something. Rahayu (2010) states that a strong culture is often said to help business performance because it creates an extraordinary level of motivation in employees.

Based on the results of respondents' answers to the performance variable the average is 4.09, including the high category. This shows that the performance of Central BPS employees is good. Even though it is good, employee performance must continue to be improved, especially in terms of independence and work effectiveness because the demands for data are getting higher day by day. The findings in this study regarding the need to increase independence are that 47 percent of Central BPS employees are still waiting for instructions from the leadership about their work. While 33 percent still doubt whether the employee is waiting for instructions or not at work.

The results of this study indicate the p -value $F_{test} (0.000) < (0.05)$ and the value $F_{count} (2387.915) > F_{table} (3.052)$ so it can be concluded that the two independent variables (work culture and work motivation) simultaneously/together -they have a significant influence on the performance of Central BPS employees. This informs that work culture and work motivation have a positive and significant influence on the performance of Central BPS employees.

This is in line with and strengthens the previous empirical findings that have been researched by Hasdiah (2018) which states that the variables of work culture and work motivation together have a positive effect on employee performance. This research also strengthens the results of Kusbandono's (2018) research entitled "The application of work culture and work motivation in order to improve employee performance at the Tourism and Culture Office of Lamongan Regency" which suggests to the Head of Disparbud to improve work culture and employee motivation in achieving performance in accordance with achieving its vision and mission.

D. CONCLUSIONS

Based on the results of the study, the following conclusions can be drawn:

1. Work culture and work motivation either simultaneously or partially have a significant effect on the performance of Central BPS employees.
2. The strongest influence on the work culture variable is the sincere indicator
3. The strongest influence on the work motivation variable is the indicator of interpersonal relationships

The author recommends some suggestions as follows:

1. Knowledge and skills about work both theoretically and practically must be updated according to scientific developments.
2. Incorporate the core values of work culture into operational standards for the implementation of activities/work to facilitate the application of work culture to each individual.
3. Conducting socialization related to applicable policies/administration to all employees, so that the policy objectives to support and facilitate work can be achieved.

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