

THE ROLE OF WORK CULTURE, WORK MOTIVATION, WORK ENVIRONMENT AND COMPETENCE IN INFLUENCED EMPLOYEE PERFORMANCE IN ARGOMULYO DISTRICT, SALATIGA CITY

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Abstract

This study aims to find out the simultaneous influence of work culture, work motivation, work environment, and competence in influenced employee performance in Argomulyo District, Salatiga City, both partially and simultaneously. Population of the study was 68 workers in Argomulyo District. This research method was explanatory, and the data analysis methods used were validity testing, reliability testing, multiple linear regression analysis, t-tests, F-tests, and coefficient of determination tests. Based on the t-test and F-test, it was found that both the partial and simultaneous too for influence of work culture, work motivation, work environment, and competence on employee performance were hypothesized to be accepted. The magnitude of the influenced of work culture (X1), work motivation (X2), work environment (X3), and competence (X4) simultaneously or collectively on employee performance (Y) in Argomulyo District is evidenced by the Adjusted R Square that value of 0.549, which means that X1, X2, X3, and X4 simultaneously influenced employee performance (Y) by 54.9%, while the remain 45.1% is influence by other variables.

Keywords: Work Culture; Work Motivation; Work Environment; Competence; Employee Performance

1. INTRODUCTION

In organization a forum or place that a group of people gather for collaborate. The success organization depends on its resources, both human being and other resources. One of the activities carried out by an organization is providing services, both to units within the organization and to parties outside the organization.

Human resources that are the backbone of organization; the overall success of organization depends heavily on them to achieve its goals. (Hasibuan 2012:10)

Human resource management is science and art of managing relationship and role's among employees effectively and efficiently, helping to complete the goals of the company, workers, and the community. Therefore, companies/agencies must have employees who are highly disciplined, capable, experienced, and accomplished.

Performance is the work results or achievements demonstrated by an individual or many people within an organization, in an effort to complete organizational goal's that are legally recognized without violating laws and morals and ethics. Several factors determine the performance of workers or group, include the work environment and work motivation, both individually and collectively, within an organization. Performance that is process of how to work proceeds to achieve work results.

Wibowo (2014:70) states, "Performance within an organization is carried out by all human resources within the organization, including both leaders and employees."

Organizational work culture is management that encompasses the development, planning, production, and service of a quality product that is optimal, economical, and satisfying. According to Robbins (2003:11), work culture is "a system of shared understanding held by members of an organization that distinguishes the organization from other organizations."

Motivation such as the wish within a person who drives them to take activity. Therefore, motivation concerns how to aim the energy and potential of sub ordinates so they're willing to work together productivity, successfully achieve and

realize predetermined aims (Mathis and Jackson, 2001:89).

The work environment is all around employees that influence how they carry out their assigned tasks, for example, air conditioning (AC), adequate lighting, and so on, according to Nitisemito in Nuraini (2013:97).

Competence is a person's basic character that indicates a way of behaving or thinking that applies across a wide range of situations and persists over time. Argomulyo District has employees of various classifications. To achieve work success, employees must be guided by a culture, motivation, and work environment. Poor performance can impact employee activities and lead to a lack of enthusiasm for their work, resulting in decreased employee performance.

Based on the result's of observations and literature surveys on the General and Personnel Section of Argomulyo District, the results showed that the absence list of all employees for 3 consecutive months between September and November 2022 was as follows:

Table 1
Argomulyo District Employee Absence List
September to November 2022

No	Information	MONTH			AMOUNT	AVERAGE
		SEPTEMBER	OKTOBER	NOVEMBER		
		People	People	People	People	People
1	Delay	29	35	37	101	33,67
2	Go home before time	17	25	19	61	20,33
3	Annual Leave	17	16	16	49	16,33
4	Sick Leave	8	5	7	20	6,67
5	Outstation	2	1	19	22	7,33
6	Training Education	1	0	7	8	2,67

Source: Subsection General Employees Argomulyo District 2022.

Based on the data in table 1 regarding employee absences in Argomulyo District, it shows that 101 employees were late with an average of 33.67, 61 employees left early with an average of 20.33, 49 employees took annual leave with an average of 16.33, 20 employees took sick leave with an average of 6.66, 22 employees went on out-of-work duty with an average of 7.33, and 8 employees took training with average of 2.67. This refers to the level of workers attendance has not met the demands of the organization. In addition, the results of observations and interviews conducted by researchers with several employees in Argomulyo District, Salatiga City in December 2022 found the following problems:

First, in term's of work culture, the problem is that some employees often procrastinate and fail to complete their work on time. This is because they prioritize personal interests over official interests in carry out their duty.

Second, in term's of work motivation, employees are still lacking in generating new ideas for completing tasks. This is due to the lack of support from the Salatiga City government in the form of appropriate rewards and promotions commensurate with their performance. Furthermore, some employees are no longer motivated to develop their careers due to age, education, and class restrictions.

Third, in terms of the work environment, on average, all sub-district and village offices in Argomulyo District contain archives that remain active throughout the year, such as inheritance certificates, land records, ID cards (KTP), family cards (KK), and other records that require adequate filing cabinets and space. Due to limited space and storage space for these archives, filing cabinets and filing cabinets are arranged along the hallways, resulting in cramped, smelly rooms, and poor air circulation. Furthermore, air conditioning (AC) is lacking to ensure comfort and air circulation.

Fourthly, from the competency, it was found that several positions in the Argomulyo District were filled by staff who had inappropriate education, for example, the position of financial manager whose minimum educational qualification is D III Accounting or similar is filled by staff with high school

education, the position of general administration manager whose minimum educational qualification is D III Archivist or similar is filled by staff with high school education, the position of computer administrator whose minimum educational qualification is D III Computer or similar is currently still held by high school graduates. In addition, there's still a minus special training provided to employees so that the service is still less than optimal, this will cause problems in the future.

Formulation of the problem

Based on background stated above, the formulation the research problem are:

1. Is there influence between work culture and employee performance in Argomulyo District, Salatiga City?
2. Is there influence between work motivation and employee performance in Argomulyo District, Salatiga City?
3. Is there influence between the work environment and employee performance in Argomulyo District, Salatiga City?
4. Is there influence between competence and employee performance in Argomulyo District, Salatiga City?
5. Is there a simultaneous influenced between work culture, work motivation, work environment and competence on employees performance in Argomulyo District, Salatiga City?

Theoretical basis

1. HRM (Human Resources Management)

Human resources are important asset and play role as the main drive factor in the implementation of all around agency activity or activity, so it is appropriate that this aspect should be managed well through of Human Resource Management (HRM), because the empowerment of human resource's that are managed regular and systematic will produce qualified order to competitive human resources.

2. Work Culture

- a. Definition Work Culture

Work culture is a definition based on view of life as value's that

become characteristics, habit's and drive forces, become part of the culture in the life of community club or organization, then reflect in attitudes that become behavior, belief's, ideal's, opinion's and action's that are manifested such as "work" or "working". Organizational work culture is management that includes the development, planning, production and service of a quality product in the sense of optimal, economic and satisfying.

b. Elements Of Work Culture

According to Triguno, the elements of organizational culture include:

- 1) Philosophy, in the form of the noble values of Pancasila, the 1945 Constitution, religion, tradition and technology.
- 2) Quality, namely dimensions that include : performance, features, conformance, durability, serviceability, aesthetics, perceived quality, value, responveness, humanity, security, dan competency.
- 3) Instrumental values, namely quality standard's, supplier-customer relationships, prevention orientation, quality and every source, and continuous improvement.

c. Indicator of Work Culture

According Nawawi in Adha et al., (2019) Indicator Work Culture of this research uses:

1. Carry out work according to assignments.
2. Be honest in your work.
3. Commitment to work.
4. Be responsible for your work.
5. Be able to collaborate with coworkers.

3. Work Motivation

a. Definition of Work Motivation

According Robbins and Judge in Daenuri et al., (2020) States that

motivation that willingness to exert a high level effort for organizational aims condition by the ability of that effort to fulfill some individual need's.

b. Goal's of Work Motivation

According Amstrong (2014:70) Motivation is the strength and direction of behavior and the factors that influence people to behave in certain ways. Three Need Theory was put forward by David McClelland, who said that there are three human needs, namely:

- 1) Need achievement
- 2) Need power
- 3) Need affiliation

c. Indicator's of Work Motivation

In this study, work motivation indicators were used which were taken from Robbins and Judge in the Daenuri and Pitri (2020) that is:

1. Physiological need's
2. Safety need's
3. Belonging need's
4. Self-esteem need's
5. Self-actualization need's

4. Work Environment

a. Definition of Work Environment

According Sedarmayanti in Adha (2019) is the entirety of the tools and materials encountered, the surrounding environment in which a person works, his work method's, and his work arrangement's both as an individual and that group.

b. Type's of Work Environment

According Sedarmayanti (2019:21) "In general, there are two types of work environment, namely: 1) physical work environment, and 2) non-physical work environment."

c. Factor's that influence the work environment

According Sarwono (2005:86) "The physical work environment is the workplace where employees or staff carry out their activities." The physical work environment influences employees work enthusiasm and emotions. These physical factors include workplace temperature, workspace size, noise, crowding, and congestion.

d. Indicator's of work environment

According Sedarmayanti in Adha et al., (2019) Some indicator's of the work environment are:

- 1) Lighting
- 2) Job safety
- 3) Working conditions
- 4) Relationship between employees and management
- 5) Use of color

5. Competence

a. Definition of Competence

Today, the concept of performance is often linked to the concept of competence. Many business and non-business organizations pay close attention to this by implementing a performance concept based on employee competence.

According Bukhari and Sjahril (2019) competence is the ability and willingness to carry out an activity through effective and efficient performance to achieve the desires of the agency/company.

b. Factors that influence competence

According Zwell in wibowo (2014) factor's which influence competence are as follows:

- 1) Beliefs and Value's

- 2) Expertise or Skill's
- 3) Experience's
- 4) Personal Characteristics
- 5) Motivations
- 6) Emotionals Issues
- 7) Intellectual Capacity
- 8) Organizational Culture

c. Indicator's of competence

According Wicaksono (2020) describes the main components of competence as follows:

- 1) Knowlegde related to work
- 2) Skill individual
- 3) Attitude

6. Performance

a. Definition of performance

Performance is the level of success of workers in carry out or completing a job. According Sinambela in Daenuri and Pitri (2020) Performance is the job results that can be achieve by a personal or group of human being in an organization, in accordance with they respective authority and responsibility, in order to achieve the aims of the organization concern legally, without violate the law and in accordance with moral and ethic.

b. Factors that Influence Performance

According Sugiyono (2018:56) Factors that influence performance such as: Qualities of work, Quantities of work, Work efficiency, Cooperation, Discipline, Loyalty, Background and Skills.

c. Indicator's of Performance

Performance comes from the words Job Performance or Actual Performance, which is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to worker.

According Sinambela in Daenuri and Pitri (2020) There are four categories used to standard the level of personal employee performance:

- 1) Quality
- 2) Quantity
- 3) Job knowledge
- 4) Availabilty

2. METHOD

Research Framework

The research framework on Work Culture, Work Motivation, Work Environment and Competence towards Employee Performance in Argomulyo District, Salatiga City can be described by researchers as follows:

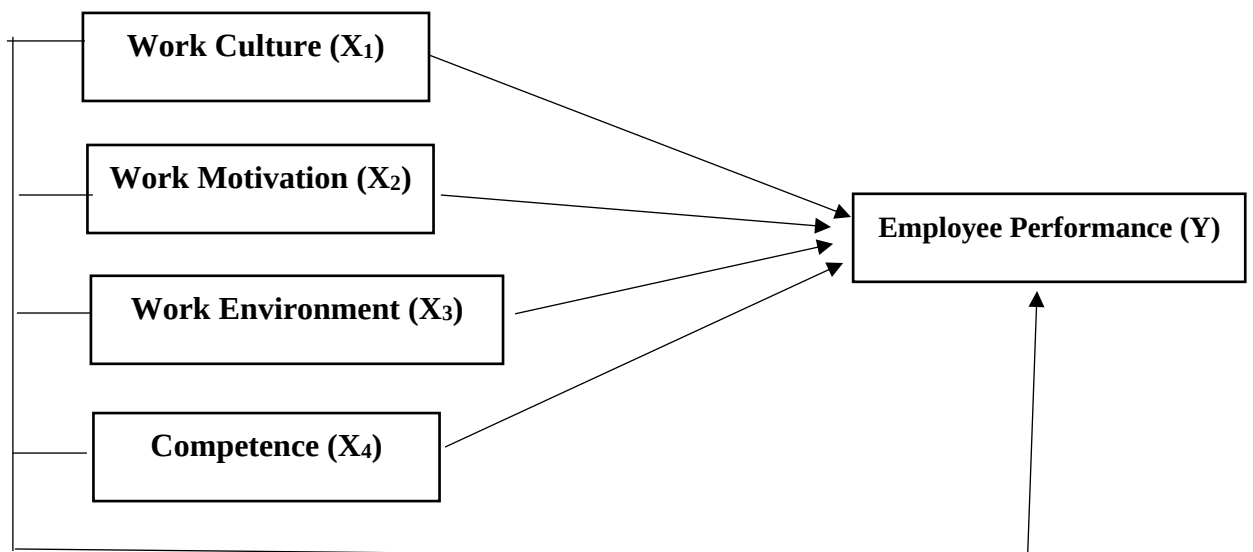


Figure 1 Research Framework

Hypothesis

Similar to the definition is the hypothesis then the formulation problem, the researchs objectives, and the conceptual framework, the following hypotheses can be formulated:

1. There is a significant influence between work culture and employee performance

in Argomulyo District, Salatiga City

2. There is a significant influence between work motivation and employee performance in Argomulyo District, Salatiga City.
3. There is a significant influence between the work environment and employee performance in Argomulyo District, Salatiga City.
4. There is a significant influence between Competence and employee performance in Argomulyo District, Salatiga City.
5. There is a significant simultaneous influence between work culture, work motivation, work environment and competence on employee performance in the District Argomulyo Kota Salatiga.

Research type

In this study, the type of research serve is explanatory research by a quantitative approach. "Explanatory research is research it aims to obtain an explanation of the relationship (causality) between variable's through hypothesis test according to Solimun in Eka Nur Aini (2018) .

Population and sample

1. Population

Population is the entire object of research consisting of human's, object's, animal's, plant's, symptom's, test scores, or event's as data sources that have certain characteristics in a study. Margono in Hardani et al.,(2018) . In the study, the population was all employees in Argomulyo District, Salatiga City, totaling 68 people. (Profile Data of Argomulyo District, Salatiga City, 2021).

2. Sample

A sample is a portion of the population taken using a sampling technique according to Husain and Purnomo in Hardani et al., (2020:380). While according to Arikunto (2019:109) sample is a portion or representative of the population are studied. Because the population that less than 100, this study uses a census/saturation system, namely where all members of the population are sampled, totaling 68 people.

1. RESULT'S AND DISCUSSION

a) Validity test results

Table 2
Result's of Coeficiency Validity Test

Variable/ Item Statements	Values of r count	Values of r table	Info
Work Culture (X₁)			
Item 1	0,606	0,239	Valid
Item 2	0,648	0,239	Valid
Item 3	0,545	0,239	Valid
Item 4	0,698	0,239	Valid
Item 5	0,713	0,239	Valid
Work Motivation (X₂)			
Item 1	0,504	0,239	Valid
Item 2	0,555	0,239	Valid
Item 3	0,582	0,239	Valid
Item 4	0,637	0,239	Valid
Item 5	0,537	0,239	Valid
Work Environment (X₃)			
Item 1	0,639	0,239	Valid
Item 2	0,558	0,239	Valid
Item 3	0,651	0,239	Valid
Item 4	0,677	0,239	Valid
Item 5	0,662	0,239	Valid
Competence (X₄)			
Item 1	0,462	0,239	Valid
Item 2	0,599	0,239	Valid
Item 3	0,541	0,239	Valid
Employee Performance (Y)			
Item 1	0,653	0,239	Valid
Item 2	0,684	0,239	Valid
Item 3	0,707	0,239	Valid
Item 4	0,694	0,239	Valid

Source: Processed primary data, 2023

Based on the results of the validity test, the calculated r values were all positive and exceeded the table r (0.239). This means that each question item can be stated as valid and can be used in further research.

b) Reliability test results

Reliability this an index that shows the extent to which a measure instrument can be reliable or relied upon. According to Prayitno in Eris (2018) Reliability test is used to assess the relative consistency from measurement results when the measurement is repeated two or more times. This reliability test uses the Cronbach alpha formula, which states it an instrument is considered reliable if it's has a reliability coefficient (Cronbach's alpha value) above 0,7 . The follow table shows the result's of the reliability test:

Table 3
Reliability Test Coefficient Results

Indicator	Alpha Cronbach	Alpha Cronbach Comparator	Info
Work Culture	0,839	0,70	Reliabel
Work Motivation	0,785	0,70	Reliabel
Work Environment	0,830	0,70	Reliabel
Competence	0,713	0,70	Reliabel
Employee Performance	0,845	0,70	Reliabel

Source: Processed primary data, 2023

The result's of the reliability test above show it the Cronbach's alpha value of each variables . A variable is say to be reliable if its provides a Cronbach Alpha value > 0.70 Ghozali (2018:41). The reliability test results showed that for each one variable had a Cronbach alpha value above 0.7, indicating that the questionnaire's reliability for all variables was deemed reliable and acceptable. Based on these results, this questionnaire can be used for further research.

c) Multiple regression analysis

Multiple regression analyze was used to determine whether there's an influence between the independent variable's, namely work culture, work motivation, work environment, and then employee competence, on the

dependent variable, namely employee performance in Argomulyo District, Salatiga. The analysis obtained the following results:

Table 4
Results Multiple regression analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,457	2,539		1,756	,084
work_culture	,241	,075	,322	3,206	,002
work_motivation	,194	,079	,271	2,471	,016
work_enviornment	,248	,081	,330	3,059	,003
competence	,650	,127	,498	5,134	,000

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2023

Based on the processing of the t test to the work culture variable (X1) on employee performance (Y), the result's obtained are that the t count of the work culture variable (X2) is 3.206 with t-table value of 1.998. So it could be concluded that $t \text{ count} > t \text{ table}$ With these results, the hypothesis is then declared accepted. Based on the processing of the t test to the work motivation variable (X2) on employee performance (Y), the result's obtained are that the t-count from the work motivation variable (X2) is 2.471 with t table value of 1.998 ($2.471 > 1.998$). So it is concluded that work motivation (X2) has an influence on employee performance (Y), so the hypothesis can be accepted. The result's of the t test for the Work Environment variable (X3) on Employee Performance (Y) showed that the t count of the Work Environment variable (X3) was 3.059 with a t table value of 1.998. So it could be concluded that the t-count ($3.059 > 1.998$). So the hypothesis is declared acceptable. Processing the t test for the competency variable (X4) on Employee Performance (Y) showed that the t-count of the competency variable (X4) was 5.134 with a t table value of 1.998 ($5.134 > 1.998$). So it can be said it there is an influence from competency (X4) on Employee Performance (Y). Then hypothesis is declared acceptable.

Table 5
Result Test Anova^b

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	75,400	4	18,850	21,404	,000 ^b
Residual	55,482	63	,881		
Total	130,882	67			

Dependent Variable: Performance

Predictors: (Constant), Competence, Work_Environment, Work_Culture, Work_Motivation

Source: Processed primary data, 2023

From the F test it has been carry out, the results obtain are where the F-calculate value its greater than the F-table value ($21.404 > 2.52$) and the significant value is very small than the probability, namely 0.05 ($0.000b \leq 0.005$). It could be concluded that work culture (X1), work motivation (X2), work environment (X3) and competence (X4) simultaneously has an influence on employee performance (Y). So the hypothesis is stated to be acceptable.

Table 6

Results of the Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,759 ^a	,576	,549	,93844

Predictors: (Constant), Competence, Work_Environment, Work_Culture, Work_Motivation

Source: Processed primary data, 2023

The magnitude from the influence of work culture (X1), work motivation (X2), work environment (X3) and competence (X4) simultaneous or together have an influence on employee performance (Y) in Argomulyo District, as evidence of the Adjusted R Square value of 0.549, which means that there is an influence of 54.9% of X₁, X₂, X₃, X₄ simultaneous on employee performance (Y), while the remain 45.1% is influenced by other variable's.

2. CONCLUSION

Based on the results of the data analysis and also discussion regarding that influence of Work Culture, Work Motivation, Work Environment, and Competence on the performance of employees in Argomulyo District, Salatiga City, the following conclusions can be drawn:

- a) Work Culture (X1) has a positive and significant influence on Employee Performance (Y).
- b) Work Motivation (X2) has a positive and significant on Employee Performance (Y).
- c) The work environment (X3) has a positive and significant influence on employee performance (Y).
- d) Competence (X4) has a positive and significant influence on employee performance (Y).
- e) Work culture (X1), work motivation (X2), work environment (X3), and competence (X4) simultaneously or collectively influence employee performance (Y) in Argomulyo District. The coefficient of determination its 0.549, means the independent variable (X) contributes 54.9% for the dependent variable (Y).

Advice

Based on the conclusions above, several suggestions are expected to be used as considerations by stakeholders in Argomulyo District, as a means to increase the performance of employee's working under the agency. These are:

Employee Work Culture: A specific instrument is needed for superiors to accurately assess employee performance, ensuring that performance assessments are tangible and not solely dependent on Employee Work Targets (SKP) and the Job Implementation Assessment List (DP3). Furthermore, a new, mutually agreed-upon work culture is needed, aligning with specific regulations applicable within the agency, and with agreements on new matters related to the fulfillment of work and responsibilities of each individual. Creating a new, agreed-upon culture within the agency is expected to trigger positive employee performance improvements.

Employee Work Motivation: Agency leaders need to be more sensitive and observe employees, particularly regarding work motivation. Development and efforts are needed from agency leaders to stimulate employee work motivation. Intensive communication, or perhaps the selection of the best employees on a monthly or specific basis, is possible. It is hoped that these activities and approaches will stimulate improved employee performance. Furthermore, regular employee rotation can be implemented to prevent employees from becoming bored with a single work unit for years.

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