INDONESIAN JOURNAL OF MULTIDISCIPLINARY SCIENCE

P-ISSN: 2808-5957
E-ISSN: 2808-6724
ijoms.internationaljournallabs.com

ORGANIZATIONAL CULTURE, WORK ETHOS ON EMPLOYEES' MOTIVATION AND PERFORMANCE AT UPT SURABAYA ROAD – BRIDGE MANAGEMENT

Auliaillah Ilmi Rahadianto[1], Slamet Riyadi[2], Riyadi Nugroho[3]
17th August University of Surabaya, Indonesia
[1] auliaillahpsy@gmail.com [2] slametriyadi10@untag-sby.ac.id [3] riyadi@untag-sby.ac.id

Abstract

Performance can be influenced by the encouragement or motivation of employees to be willing to work harder, work ethic in accordance with loyalty or a strong sense of love for the values and goals of the organization, and organizational culture that can trigger or stimulate employee performance to be better. Robbins and Judge (2015: 358) state that a strong culture will have a great influence on the behavior of its members because the high level of togetherness and intensity creates an internal climate of high behavioral control. The analysis data technique used in this research is a quantitative analysis using SEM (Structural Equation Modeling) model or Structural Equation Model with AMOS 23.0 program. The result of this research is the regression between organizational culture and work motivation, the CR value (Critical Ratio) is 5.720. The regression between organizational culture and employee performance has a CR (Critical Ratio) value of 2,508. Between work ethic and work motivation, the CR (Critical Ratio) value is 2,345. Between work ethic and employee performance, the CR (Critical Ratio) value is 1.961. Between work motivation and employee performance, the CR (Critical Ratio) value is 4.298.

Keywords: *organizational culture; work ethic; work motivation; employee performance*

This work is licensed under CC BY-SA 4.0

INTRODUCTION

Human resources are a very important asset for the company. By having quality human resources, the company is expected to have the opportunity to win the competition and be able to achieve success. Improving the quality of human resources is a definite need in line with the implementation of regional autonomy. Improving the quality of Civil Servants aims to change their behavior to be more capable of carrying out activities in all fields because basically human behavior can achieve the goals to be achieved.

Quality employees according to Sumual (2017) will facilitate the work unit in achieving its goals, both in terms of dedication and service. To realize optimal employee performance as expected. Ravianto in Sumual (2017) argues that performance can be influenced by the encouragement or motivation of employees to be willing to work harder, a work ethic that is in accordance with loyalty, or a strong sense of love for values. Organizational values and goals and organizational culture can trigger or stimulate employee performance to be better.

Robbins and Judge (2015) state that a strong culture will have a great influence on the behavior of its members because the high level of togetherness and intensity creates an internal climate of high behavioral control. The work ethic according to Sinamo (2014) is the work ethic is the spirit, enthusiasm, and mentality that manifests into a set of positive work behaviors. Simple motivation according to Hasibuan (2017) can be formulated as things that cause, channel, and

support human behavior so that they are willing to work hard and enthusiastically achieve optimal results.

Based on the background of the problem above, the researcher is interested in researching: The influence of organizational culture, work ethic on work motivation and employee performance at the Surabaya Road and Bridge Management Unit.

Organizational Culture

Robbins and Judge (2015) stated that organizational culture concerns how members see the organization, not whether members of the organization like it or not because members absorb organizational culture based on what they see or hear in the organization. The seven characteristics of organizational culture are innovation and risk-taking, attention to detail, outcome-oriented, people-oriented, team-oriented, aggressiveness, and stability.

Work Ethic

Work ethic according to Jansen Sinamo (2005), is a set of positive behaviors rooted in fundamental beliefs accompanied by a total commitment to an integral work paradigm. Work Ethic of five indicators, namely enthusiastic, enjoying work, fully dedicated, excited, and able to learn.

Work Motivation

Robbins and Judge (2015) define motivation as a process that produces an individual intensity, direction, and persistence in an effort to achieve a goal. Work motivation includes five indicators, namely physiological needs, safety and security, belongingness, esteem, and self-actualization.

Employee Performance

Wibowo (2010) stated that performance is the implementation of the plans that have been prepared. Performance has five indicators, which are work quality, work quantity, punctuality, effectiveness, and independence.

Conceptual Framework and Hypotheses

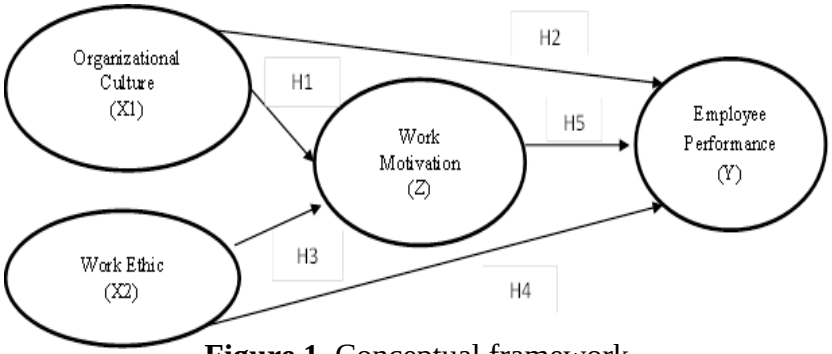


Figure 1. Conceptual framework

H1: Organizational culture has a significant effect on work motivation of UPT Surabaya Road and Bridge Management
H2: Organizational culture has a significant effect on employee performance UPT Surabaya Road and Bridge Management
H3: Work ethic has a significant effect on the work motivation of UPT Surabaya Road and Bridge Management employees
H4: Work ethic has a significant effect on the performance of UPT Surabaya Road and Bridge Management employees
H5: Work motivation has a significant effect on employee performance

METHOD

This research is quantitative research with a descriptive approach. Researchers use Saturated Sampling. The population in this study are employees at UPT Surabaya Road and Bridge Management office who occupy positions as civil servants, PTT-PK, and outsourcing workers. Data collecting used a Likert scale 1-5 questionnaire and processed using SPSS to count for validity and reliability, this research model uses SEM with the AMOS version 23 application program.

RESULT AND DISCUSSION

Validity test

Validity test the usage correlation of Pearson product-moment (r). If the correlation price from count r on every declaration question produces have significant (sig.) more than less than 5% and the statement from this question is patent. Each indicator in each variable has a significance value of less than 0.05, so it can be said that all statement items used to measure each indicator in each variable are valid

Reliability Test

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Information
Organizational Culture (X1)	0,789	Reliable
Work ethic (X2)	0,689	Reliable
Work Motivation (Z)	0,731	Reliable
Employee Performance (Y)	0,746	Reliable
Rule of thumbs	41	≥ 0,60

The reliability test used correlation (r) Pearson's product-moment that this correlation r have more statement to produce the subject than r table have a significant value (sig.) and have less than 5% subject this research is reliable.

Descriptive Analysis Result

Table 2. Statistic Descriptive

Variabel	Item	Frekuensi Jawaban					Mean Item	Mean Indicator
		STS	TS	Ks	S	SS		
Organizational Culture	X1.1	0	0	6	200	270	4,491	4,462
	X1.2	0	0	6	224	240	4,434	
	X1.13	0	4	63	224	135	4,019	4,160
	X1.14	0	0	24	232	200	4,302	
Work Ethic	X2.19	0	0	21	276	150	4,217	4,321
	X2.20	0	0	9	220	240	4,425	
	X2.21	0	0	27	248	175	4,245	4,113
	X2.22	0	4	57	256	105	3,981	
Work Motivation	Z1.25	0	0	6	276	175	4,311	4,274
	Z1.26	0	0	30	244	175	4,236	
	Z1.29	0	0	36	276	125	4,123	4,184
	Z1.30	0	0	21	264	165	4,245	
Employee Performance	Y1.35	0	0	18	204	245	4,406	4,392
	Y1.36	0	0	18	216	230	4,377	
	Y1.43	0	0	33	272	135	4,151	4,307
	Y1.44	0	0	15	188	270	4,462	

The descriptive analysis result of this study:

1) The average organizational culture very high;
2) The average work ethic rate as low;
3) The average value of the work motivation variable is very low; and
4) The average value of the employee performance variable is the second highest of all variables

Outlier Test

SEM is a multivariate method that combines aspect analysis and regression evaluation which allows researchers to simultaneously see the interrelated effects of signs in measuring latent constructs by looking at the chain of relationships for the involvement of other latent constructs.

Model Fit Result

Table 3. Overall Model Goodness of Fit Score

Indicator	Cov	Estimate	Descript
Chi-square	0,05	34,53	Good fit
Sign	0,05	0,408	Good fit
CMIN/df	2,00	1,032	Good fit
RMSEA	0,08	0,017	Good fit

TLI	0,95	0,997	Good fit
CFI	0,95	0,998	Good fit
GFI	0,90	0,921	Good fit
AGFI	0,90	0,878	Marginal fit

The table saw the evaluation of the suitability model to measurement outcomes in displaying the index values which are all suitable. The method precisely suits that the model already has an excellent fit. Marginal fit is the version that continues to be inside the perfect limits of version suitability.

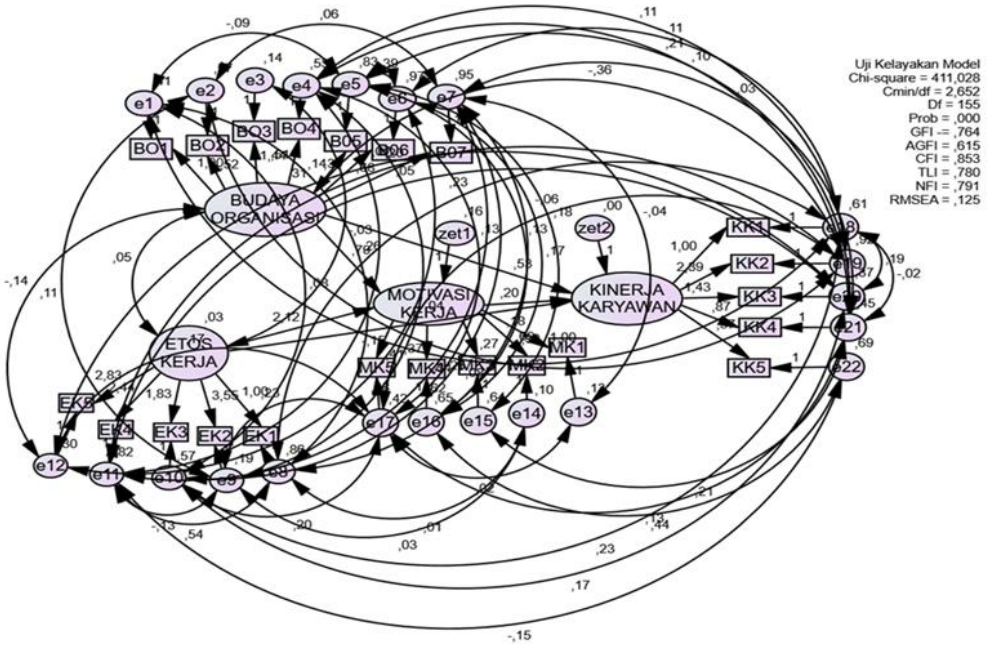


Figure 2. Overall Model

Tabel 4. Hypothesis Testing

			Estimate	C.R.	P	Information
Organizational Culture	-->	Work Motivation	0,787	5,720	,000	Significant
Organizational Culture	-->	Work Performance	0,198	2,508	,012	Significant
Work Ethics	-->	Work Motivation	2,116	2,345	,019	Significant
Work Ethics	-->	Work Performance	0,189	0,691	,489	Insignificant
Work Motivation	-->	Work Performance	0,527	4,298	,000	Significant

The magnitude of the influence between these variables is used to show and explain the strong influence of the X variable on Z, the X variable on Y, and the Z variable on Y as evidenced by the magnitude of the influence value.

Organizational Culture has a positive and significant effect on work motivation, these results are consistent with the opinion of Robbins and Judge (2015) which states that a strong culture will have a great influence on the behavior of its members because the intensity creates an internal climate of high behavioral control. Organizational culture has an effect on employee performance. This is consistent with the opinion of Gibson in Tewal et al (2017), Organizational culture is what employees feel and how this perception creates a pattern of beliefs, values, and expectations. employees or employees as the driving force of the organization's operations, if the employee's performance is good, the organizational performance will also increase.

Work ethic has an effect on work discipline, meaning that it is higher. This is consistent with Jansen Sinamo (2005), Work Ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by a total commitment to an integral work paradigm. Work ethic has an effect but is not significant on employee performance. similar to the opinion of Hadiansyah Andri and Rini P Yanwaar (2015) that every person must be equipped with the potential and competence to fulfill his soul calling. If the work is in accordance with the calling of his soul, the employee will have a good performance. So it was concluded that the employees of the Surabaya Road and Bridge Management UPT work not because of their soul calling, but because of various other aspects of their work ethic.

Work motivation has a significant and influential effect on employee performance. The results of testing the hypothesis are consistent with Hasibuan's (2017) opinion. Motivation is the thing that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results.

CONCLUSION

The conclusions of this research are:

1) Organizational culture has a significant effect on work motivation at the UPT Surabaya Road and Bridge Management;
2) Organizational culture has a significant effect on employee performance at the Surabaya Road and Bridge Management Unit;
3) Work ethic has a significant effect on employee motivation at the Surabaya Road and Bridge Management Unit;
4) Work ethic has no significant effect on employee performance at UPT Surabaya Road and Bridge Management; and
5) Work motivation has a significant effect on employee performance at the Surabaya Road and Bridge Management Unit.

Suggestions to agencies are:

1) Creating a program for stimulus in increasing the work ethic of employees by fostering a sense of love, sincerity, working hard with integrity in doing the work of each employee in order to achieve the goals agency; and
2) Improving supporting facilities in various programs to complement work activities in each section of the UPT Surabaya.

REFERENCE

2018 Employee Performance Report, accessed on 6 August 2021, from https://binamarga.jatimprov.go.id/portal/phocadownload/LAKIP2018/LKjIP2018-.pdf

2019 Employee Performance Report, accessed on August 6, 2021, from https://binamarga.jatimprov.go.id/portal/phocadownload/LAKIP2019/LKjIP-2019-FINAL.pdf

Employee Performance Report 2020, accessed on 6 August 2021, from https://binamarga.jatimprov.go.id/portal/phocadownload/LAKIP2020/LKjIP-2020.pdf

Hadiansyah, A., Yanwaar, R.P. (2015). The Influence of Work Ethic on Employee Performance at PT. AE. *Jurnal AL-AZHAR INDONESIA SERI HUMANIORA, 3(2).*

Hasibuan, Malayu S. (2017). *Human Resource Management. Revised Edition*. Jakarta: Bumi Aksara.

Robbin & Judge. (2015). *Organizational Behavior Issue 16*. Jakarta: Salemba Empat.

Sinamo, Jansen. (2015). *8 Professional Work Ethic*. Jakarta: PT. Spirit Mahardika.

Sumual, T.E.M. (2017). *Human Resources Management. Revised Edition*. Surabaya: CV. R.A.De.Rozarie (Anggota Ikatan Penerbit Indonesia).

Tewal, B., Adolfina, M.C.P., Tawas, H.N. (2017). *Organizational Behavior*. Bandung: Patra Media Grapindo CV.

Wibowo. (2010). *Work management*. Jakarta: Rajawali Pers.