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**RESEARCH ARTICLE**

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**The Influence of Organizational Culture on Performance through Employee Work Motivation**

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**ABSTRACT**

Public health center is a the technical implementation unit of the health office of district are responsible for organizing health development in a working area. Sometimes the implementation of good performance can not run optimally with existing theory as happened at some health centers in Lumajang district. This research aimed to analyzed the influence of organizational culture on performance through employee worked motivation in the Worked Areas of Labruk Kidul Public Health Center, Gesang Public Health Center, and Sukodono Public Health Center. This type of research was a observational analytic with cross sectional design. Sample in this study were 167 employees, 55 employees from Labruk Kidul Public Health Center, 53 employees from Gesang Public Health Center, and 59 at Sukodono Public Health Center, selected using total sampling. Data were analyzed by Partial Least Square (PLS). Based on the test results, there was an influence of organizational culture on performance through employee worked motivation, with a t-value of 8.716 statistics (>1.96). The better organizational culture applied will increased employee worked motivation, so employee performance will also increased. To realize the excellent service oriented on improving the performance of employees, must be supported from all aspects of human resources, infrastructure, methods, environment both internal and external, and good management, so that existing facilities are expected to facilitate all aspects in the field of health in relation to public services which may h ave an impact on improving the performance of technical officers.

Keywords: Organizational culture, Motivation, Performance

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**INTRODUCTION**

Organizational culture is a means of unifying the organization through the values that are believed and contain the ideals to be achieved together. In a work environment with a strong organizational culture, employees will feel a sense of unity between members and positively affect the organization's performance<sup>(1)</sup>.

In an environment with strong organizational culture, employees perceive a mutual understanding that binds members and positively affects organizational performance. A growing culture is strong enough to spur the organization towards better development<sup>(2)</sup>. This means that any refinement of work culture towards a more conducive one will make a significant contribution to the improvement of employee performance.

Cultural dimension is divided into three, namely individual initiative is the extent to which the organization gives freedom to each employee in expressing opinions or ideas in the implementation of tasks and functions. Responsibility is the extent to which employees of an organization or company can complete the task given with full awareness and in accordance with organizational commitment, so that all activities undertaken by employees lead to the achievement of organizational goals. Integration is the extent to which an organization can encourage organizational units to work in a coordinated way. Coordination is a process of integrating objectives and activities in separate units (departments or functional areas) of an organization to achieve its objectives.

Work motivation is the power that arises from a desire or the impulse to achieve a desire that makes a person to plan, conceptualize, strategize, and implement it through high-vigorous action in order to achieve that desire<sup>(3)</sup>. Performance of employees is the performance of work or work achieved by employees in a certain period of time in carrying out work tasks in accordance with their responsibilities in order to achieve organizational goals<sup>(4)</sup>.

The purpose of this research was to analyze the influence of organizational culture on performance through employee worked motivation

**METHODS**

The type of this research was observational analytic with cross sectional design. The population in this research was all employees in the work area of Labruk Kidul Public Health Center (55 employees), Gesang Public Health Center (53 employees), and Sukodono Public Health Center (59 employees). The sample size was 167 employees selected by total sampling. Data collection was done by using questionnaires and interview guide. The collected data were analyzed by Partial Least Square (PLS).

**RESULTS**

**Outer Model Test**

Outer model analysis was performed to ensure the appropriateness of the measurement. Outer model can be seen from indicators as follows:

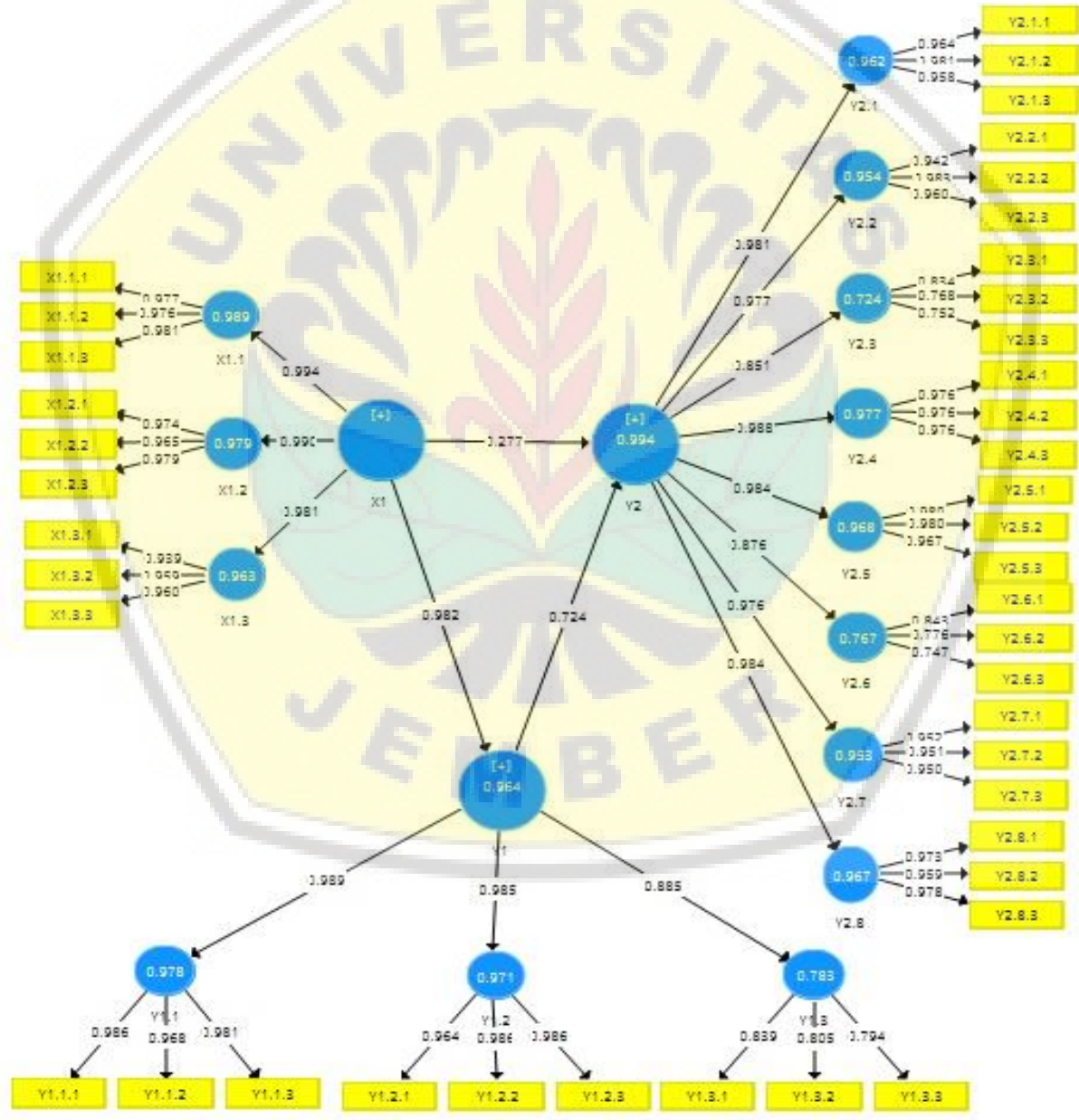


Figure 1. Result of Measurement Model

Individual indicator is considered as valid if the correlation value is above 0.50. However, in scaling-scale research, 0.5- 0.6 can still be accepted<sup>(6)</sup>. Based on the outer model value at the figure 1, it has already met the convergent validity because all of indicators have loading factor value more than 0.50.

**Construct Reliability and Validity**

The validity test results can be seen also from Average Variance Extracted (AVE) value. It is considered valid if it is more than 0.5, mean while the result of reliability test can be seen from the composite reliability value and cronbachs alpha value, both of the tests must be >0.6.

Table 1. Construct Reliability and Validity

Variable	Cronbach's alpha	Composite reliability	Average Variance Extracted (AVE)
Organizational culture	0.988	0.990	0.915
-Initiative	0.977	0.985	0.957
-Responsible	0.971	0.981	0.946
-Integration	0.949	0.967	0.908
Motivation	0.957	0.967	0.776
-Needs achievement	0.978	0.985	0.958
-Needs affiliation	0.978	0.986	0.958
-The need for power	0.784	0.854	0.661
Performance	0.985	0.988	0.779
-Quality of work	0.966	0.978	0.936
-Quantity of work	0.960	0.974	0.925
-Job knowledge	0.743	0.828	0.617
-Creativeness	0.975	0.984	0.953
-Cooperation	0.975	0.984	0.952
-Initiative	0.751	0.832	0.623
-Dependability	0.947	0.966	0.905
-Personal quality	0.968	0.979	0.941

All of AVE-values were more than 0.5, meaning that the model was good and valid in measuring the latent variable. While the composite reliability and Cronbach’s alpha were more than 0.6, meaning that all variables were considered as reliable for research.

**Inner Model Test**

Inner model analysis can be seen from R-Square value. R-Square value is Goodness of Fit (GoF) testing by considering R-Square (R<sup>2</sup>) on every endogenous latent variable. If the value is close to 1 then the exogenous variable provides all information that can predict endogenous variable, but if the value is smaller, then the endogenous variable ability in explaining exogenous variable is increasingly limited.

Table 2. R-Square of Variables

Variable	R-Square
Motivation	0.964
Performance	0.994

From table 2 can be seen that the value of R<sup>2</sup> of motivation was 0.964. This means that 96.4% of motivation was explained by organizational culture, while R<sup>2</sup> value of performance was 0.994 indicating that 99.4% performance was explained by organizational culture.

**Hypothesis Testing**

Table 3. Hypothesis Testing Result

Variable	Original Sample (O)	Sample Mean (M)	Syandart Deviation (STDEV)	T Statistics ((O/STDEV))	P-value
X1 → Y1 → Y2	0.711	0.708	0.082	8.716	0.000

Table 3 shows that there was an influence of organizational culture on performance through employee work motivation with the t-value of 8.716 ( $>1.96$ ).

## DISCUSSION

This study shows that the use of intervening variables is the motivation to have a role in the employee in improving the performance of employees in the application of organizational culture, which means if the application of good organizational culture can improve employee performance, so that employee motivation will be good. Overall, the organizational culture applied is good enough in terms of initiative, responsibility, integration. Individual initiative is the extent to which the organization gives freedom to each employee in expressing opinions or ideas in the execution of tasks and functions. The individual initiative needs to be respected by a group or an organization's leaders as long as it concerns the idea of advancing and developing the organization<sup>(6)</sup>. A good organizational culture will be created if the public health center gives freedom to every employee in expressing opinions or ideas in completing his work.

Responsibility is the extent to which employees of an organization or company can complete the task given with full awareness and in accordance with organizational commitment, so that all activities undertaken by employees lead to the achievement of organizational goals<sup>(6)</sup>. Responsibility of employees in completing the task is very important role, the form of responsibility among employees must be willing to work as well as possible, and is expected not to deviate from the principles of health centers. Integration is the extent to which an organization can encourage organizational units to work in a coordinated way<sup>(6)</sup>, public health center should be able to run the process of integration by coordinating among employees, so that the expected goals can be achieved.

## CONCLUSION

Organizational culture has a positive and significant impact on performance through employee work motivation in the work area of Labruk Kidul Public Health Center, Gesang Public Health Center and Sukodono Public Health Center' Lumajang District. If the application of good organizational culture then can improve employee performance, so that employee motivation will be good.

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