



## **The Effect of Organizational Culture, Competence and Work Motivation on Employee Performance at Ministry of Transportation**

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### ***Abstract***

*This research examines and assesses the influence of organisational culture, employee competence, and work motivation on employee performance. The data was gathered by distributing questionnaires to 78 employees at the Office of the Human Resource Development Center, Ministry of Transportation, Republic of Indonesia. The research employed an associative quantitative approach with primary data, and data analysis techniques included validity testing, reliability testing, classical assumption testing, coefficient of determination analysis (R Square), multiple linear regression analysis, hypothesis testing, and analysis using SPSS. The research findings suggest that organisational culture significantly enhances employee performance, particularly in showing respect for individuals. Additionally, the study shows that competence and work motivation positively impact employee performance, with competence being the most influential factor. The analysis of the coefficient of determination reveals that 54.7% of the variation in employee performance can be attributed to organisational culture, competence, and work motivation. At the same time, other unexamined variables, such as leadership and communication influence the remaining 45.3%.*

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

### **A. INTRODUCTION**

Human resources are crucial for a company's operations and success. Their strength is integral to achieving success, making it essential for companies or organisations to focus on their human resource components. Effective management involves empowering, developing, and optimising human resources to meet company targets efficiently and effectively. Human resources are invaluable assets, with each individual possessing unique qualities and capabilities that cannot be entirely replaced by machines or artificial intelligence. Regardless of technological advancements, humans are needed to operate and control these technologies.

The Indonesian Ministry of Transportation (Kemenhub RI) is a government organisation led by a minister, responsible for managing the transportation system and infrastructure across four operational areas: sea transportation (Hubla), air transportation (Hubud), land transportation (Hubdat), and railways. The aim is to ensure that transportation operations and control systems in Indonesia function smoothly, providing optimal and satisfying services to the Indonesian public.

The Center for Development of Human Resources for Transportation Apparatus (PPSDMAP) operates under the Ministry of Transportation, focusing on enhancing the quality of human resources for transportation officials. This is achieved through basic training (Latsar) and pre-service training (Prajab) for prospective civil servants at the Ministry, fostering an understanding of duties, work systems, rules, culture, and work ethics. PPSDMAP also aims to improve individual skills for excellence in work performance. Despite ongoing efforts to improve, performance data over the past three years reveal several issues with employees' task execution at PPSDMAP, indicating a decline in performance due to various complex factors needing immediate attention.

The observations suggest that the declining influence of the organizational culture variable, particularly in discipline, is a significant issue. According to Robbins & Stephen P. (2015), organizational culture serves as a control mechanism guiding worker behavior. Another critical factor affecting performance is competence, defined by Dessler Gary (2015) as the skills, behaviors, knowledge, and experience required for exceptional performance. Additionally, work motivation is essential for high performance, as employees must be motivated to do a good job, according to Griffin & Moorhead (2015).

## **B. THEORETICAL OVERVIEW**

This study includes several theoretical discussions and conceptual explanations relevant to the research theme, aiming to provide a comprehensive overview in the initial discussion section. Key theoretical concepts include performance, organizational culture, competence, and work motivation.

According to Bernadin, as cited in Armstrong and Taylor (2023), the concept of performance should be understood as the work outcomes, as these outcomes are closely aligned with an organisation's strategic objectives, customer satisfaction, and economic impact. Robbins et al. (2019) define performance as the fulfilment of duties and responsibilities that contribute to providing quality service or completing administrative tasks outlined in a typical job description. Colquitt et al. (2021) characterise performance as the value of employee behaviours that either positively or negatively impact attaining organisational goals. Performance encompasses various dimensions and indicators, including task outcomes (such as work quality and quantity), trait cooperation (including harmonious relationships and job understanding), and work behaviour (such as punctuality, discipline, responsibility, and professionalism).

Robbins (2018) describes organisational culture as shared values, beliefs, traditions, and practices that influence how members of an organisation behave. McShane and Glinow (2021) state that organisational culture comprises the beliefs and assumptions shared within an organisation, guiding members in the right direction. Gibson and Donnelly (2017) define corporate culture as employees' perceptions and how these shape patterns of beliefs, values, and expectations. Organizational culture encompasses various dimensions and indicators: 1) Respect for people: a) fairness, b) tolerance; 2) Outcome-oriented: a) action-oriented, b) high expectations; 3) Innovation: a) experimenting, b) seeking opportunities; 4) Stability: a) security, b) rule-oriented, c) predictability.

Beardwell and Amanda Thompson (2017) define competence as the personal attributes and behaviours individuals must have or develop to perform well at work. Mondy and Martocchio (2016) describe competencies as an individual's ability to

consistently apply combinations of knowledge, skills, and abilities to perform tasks successfully. Kinicki and Fugate (2016) define competence as feeling qualified, knowledgeable, and capable of completing tasks or goals. Competence includes several dimensions and indicators: 1) Personal Competence: a) achievement, b) initiative, c) adaptability, d) optimism; 2) Social Competence: a) service orientation, b) change agent, c) teamwork and collaboration, d) people development, e) conflict resolution.

As articulated by McShane and Glinow (2021), the concept of motivation pertains to the internal factors influencing an individual's inclination, level of effort, and duration of deliberate actions, focusing on goal-oriented behaviour. Kinicki and Fugate (2016) elaborate on the concept of motivation, which can be traced back to the Latin word "movere" and encompasses the psychological mechanisms that shape the course, vigour, and continuity of actions or cognition. Luthans (2021) describes motivation as starting with a physiological or psychological need, activating behaviour to achieve a goal or incentive. Work motivation includes several dimensions and indicators: 1) Need for achievement: a) desire to face challenges, b) passion for completing tasks effectively and efficiently, c) passion for improving skills; 2) Need for affiliation: a) maintaining good interpersonal relationships, b) enthusiasm for cooperation and participation, c) enthusiasm for interaction; 3) Need for power: a) desire to achieve the highest rank, b) desire to have significant influence over the group, c) desire to expand power.

### C. RESEARCH METHODS

The research will employ a quantitative methodology, as described by Sugiyono (2023) as a research approach grounded in positivism and focusing on causal relationships. The study will use a Non-Probability Sampling technique with saturated sampling, involving 78 participants selected from the population. Data analysis will be conducted using the SPSS software, specifically utilizing causality hypothesis testing through multiple linear regression to examine the relationships between variables.

### D. RESEARCH RESULTS AND DISCUSSION

**Table. 1**  
**Coefficient of determination test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 <sup>a</sup>	.547	.529	1.732

Source : Data processed (2024)

Based on the findings displayed in the aforementioned table, it is evident that the coefficient of determination (R<sup>2</sup>) is calculated at 0.547, suggesting that a significant portion of employee performance, specifically 54.7%, can be attributed to organizational culture, competency, and work motivation. The remaining 45.3% is presumed to be influenced by additional factors, including but not limited to leadership and communication.

**Table. 2**  
**Partial t-test**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.360	3.411		1.865	.066
1 BUDAYA ORGANISASI	.533	.136	.312	2.455	.016
KOMPETENSI	.559	.127	.357	2.825	.006
MOTIVASI KERJA	.424	.108	.143	2.145	.011

Source : Data processed (2024)

The data presented in the table illustrates a significant positive relationship between the Organizational Culture variable and employee performance at the Human Resources Development Center of the Ministry of Transportation. This finding is supported by a t-value of 2.445, which surpasses the critical t-table value of 1.992, and a Sig. value of 0.016, lower than the commonly accepted significance level of 0.05. As a result, the null hypothesis (Ho) is rejected in favour of the alternative hypothesis (Ha), indicating that organisational culture plays a significant and positive role in influencing employee performance at the Human Resources Development Center of the Ministry of Transportation in Indonesia.

The findings from the t-test analysis indicate that competency has a statistically significant positive impact on employee performance at the Human Resources Development Center of the Ministry of Transportation. This is supported by a t-value of 2.825, which surpasses the critical t-value of 1.992, and a significance level of 0.006, falling below the conventional threshold of 0.05. Consequently, the null hypothesis is rejected in favor of the alternative hypothesis, suggesting that competency plays a significant role in enhancing employee performance within this organizational setting. Similarly, the t-test results suggest that work motivation also has a significant positive effect on employee performance at the same institution. With a t-value of 2.145 exceeding the critical t-value and a significance level of 0.011 below the 0.05 threshold, the null hypothesis is again rejected in favor of the alternative hypothesis. This indicates that work motivation is an important factor in driving employee performance at the Ministry of Transportation's Human Resources Development Center in Indonesia.

**Table. 3**  
**Simultaneous F test**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	268.071	3	89.357	29.780	.000 <sup>b</sup>
Residual	222.045	74	3.001		
Total	490.115	77			

Source : Data processed (2024)

The results of the F test reveal a statistically significant F value of 29.780, surpassing the critical F value of 2.73. Additionally, the significance level (Sig) of 0.000 is lower than the commonly accepted threshold of 0.05. Therefore, the null hypothesis (Ho) is rejected in favor of the alternative hypothesis (Ha), indicating that Organizational

Culture, Competence, and Work Motivation play a crucial and positive role in enhancing employee performance at the Human Resources Development Center of the Indonesian Ministry of Transportation.

### E. CONCLUSION

This study explored the performance of employees at the Center for Human Resources Development within the Ministry of Transportation of the Republic of Indonesia. Utilizing theoretical frameworks such as organizational culture, competence, and work motivation, data from 78 questionnaires completed by all staff members at the Center were collected and analyzed using multiple linear regression analysis in SPSS software. The findings indicated a strong and positive correlation between organizational culture and employee performance at the Ministry of Transportation's Center for Human Resources Development, consistent with previous research by Sarumaha (2022) on the significant impact of organizational culture on employee performance. Furthermore, the study revealed that work motivation had a positive and significant influence on employee performance, aligning with the conclusions drawn by Pane et al. (2022) regarding the role of work motivation in enhancing employee performance. Similarly, competence was found to have a beneficial impact on employee performance within the Center, in line with the research by Kurnia and Andi (2022) indicating a positive effect of competence on employee performance.

Moreover, the combined effects of organizational culture, competence, and work motivation were shown to have a positive and significant impact on employee performance at the Ministry of Transportation's Center for Human Resources Development, supporting the findings of Arzuni and Andriani (2022) on the integration of these factors. In conclusion, this research is expected to shed light on strategies for improving employee performance at the Republic of Indonesia's Ministry of Transportation's Center for Human Resources Development. To further enhance performance, the ministry should focus on reinforcing organizational culture, competence, and work motivation. The results of this study can serve as a basis for future research, as well as guide modifications and investigations into other performance-related variables. Researchers are encouraged to conduct further studies on performance in line with the theories and findings of this and previous research to enhance the precision of future studies compared to the model used in this study.

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