

The Influence of Organizational Culture and Work Motivation on Employee Performance in the National Counting Terrorism Agency

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Abstract

Organizational culture is an important element for a company. Habits are created because of the communication that occurs between employees. Every employee should have the motivation to work. However, in reality, quite a few employees lose direction when doing their work. Therefore, the problem in this research is whether organizational culture and work motivation influence employee performance, either partially or simultaneously. This research aims to analyze the influence of organizational culture and work motivation on employee performance at NCTA partially and simultaneously. The population in this study were all NCTA employees, especially the general bureau, while the sample was obtained using the Slovin formula, 63 people. The data analysis method used is the descriptive percentage analysis method, multiple linear regression analysis method with partial test hypothesis testing (t), simultaneous test (F), and coefficient of determination. The conclusion obtained is that organizational culture and work motivation have a partial positive and significant influence on employee performance. Simultaneously, it can also be concluded that organizational culture and work motivation have a positive and significant influence on employee performance. This research also states that organizational culture and work motivation influence employee performance simultaneously by 52.3%.

Keywords: Culture, Employee, Motivation, Organizational, Performance, Work.

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1. INTRODUCTION

Every organization or company needs various resources as drivers so that organizational activities can run as they should, one of which is human resources. Human resources play an important role in how the company runs to achieve organizational/company goals. The human resources possessed by each organization/company are certainly different both in terms of abilities and habits, therefore, to improve all aspects of employees, good management is needed and in accordance with the company's organizational conditions so that employee performance can be achieved optimally.

Employee performance, both individually and as a group, will definitely influence organizational performance. One of the important problems faced by leaders is how to improve employee performance so that it can support success in achieving goals. One of the national problems is handling the low quality of human resources currently available. Every year the number of human resources possessed by Indonesia continues to increase so it must be managed effectively and

efficiently so that it will be useful to support the pace of sustainable national development. The quality of resources owned by an organization can change depending on how the management process occurs within the organization.

To improve the quality of human resources, employee performance will also be influenced and influenced by various variables. Organizational culture is related to behavioral norms and values that are understood and accepted by all members of the organization and are used as a basis for the rules of behavior in the organization. New habits also begin to form. For example, with the Covid-19 pandemic, the habit of doing attendance has changed from initially using a fingerprint identification machine in the building lobby to being done using an application or website on each employee's smartphone. This can prove that organizational culture can change along with changes in employee behavior.

According to Afandi in Tarigan, Motivation is a desire that arises from within a person or individual

because he is inspired, encouraged and encouraged to carry out activities with sincerity, joy and sincerity so that the results of the activities he carries out are good and of good quality. With motivation that arises from within a person, employees will carry out their duties with a feeling of joy.

BNPT is a Non-Ministerial Government Institution which was formed in 2010 based on Presidential Regulation (PERPRES) Number 46 of 2010 concerning the National Counterterrorism Agency which is under and responsible to the President. BNPT is also a relatively new institution so it is still making changes. BNPT itself currently still has many employees with Under Organizational Control (BKO) status. BKO is a condition where the employee is assigned temporarily to another institution/ministry. When employees with BKO status are ordered to work at BNPT, generally they will definitely carry over the habits of their home office, consciously or unconsciously. This is what still happens frequently today, especially with the large number of BKO employees who come from the TNI/POLRI who have a highly disciplined work culture. There are several habits brought by BKO employees which are classified as militant habits and are still implemented even though some of these habits do not have a positive impact on employee performance.

ASN who are in a relatively militant work environment, especially employees who are already in a stable position or position, can easily lose motivation when carrying out their duties. Employees who experience a loss of motivation at work seem to have lost direction, so that employees are confused about the activities they are carrying out. Work motivation can revive employee morale which will later influence the employee's performance. In the BNPT environment there are still many employees who have not worked wholeheartedly because they have not yet found the motivation so that the work produced is not optimal. Apart from that, after the CoVid-19 pandemic, there were employees within the BNPT who lost motivation due to several changes that occurred during the pandemic.

This research was conducted to analyze the influence of work motivation and organizational culture on employee performance in the BNPT environment.

This research is important because it can contribute to improving employee performance.

2. RESEARCH METHODOLOGY

The research method used in this research is quantitative. According to Sugiyono (2019:17) quantitative research is defined as a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. This research consists of 3 variables, namely Organizational Culture and Work Motivation as independent variables and Employee Performance as the dependent variable.

The population in this study was all BNPT civil servants assigned to the General Bureau, namely 167 people, while the sample used was 63 people according to the Slovin formula calculation. This research also uses data collection techniques using questionnaires and literature studies. The data processing techniques used are the Validity & Reliability Test and the Classic Assumption Test, namely the Normality Test, Multicollinearity Test and Heteroscedasticity Test. The data analysis method used is descriptive percentage analysis and multiple linear regression analysis methods. Hypothesis testing will use the t test and coefficient of determination. All data processing in this research will use the SPSS 26 program.

3. RESULTS AND DISCUSSION

a. Validity and Reliability Test

Validity Test is used to measure whether a questionnaire is valid or not. Based on the results of the validity test on the variables of organizational culture, work motivation and employee performance, all statements were declared valid because the Correlated Item-Total Correlation value was > 0.2091 . Meanwhile, the reliability test is used to measure a questionnaire which is an indicator of the variable whether the questionnaire can be said to be reliable or reliable if a person's answer to a statement is consistent or stable over time. Based on the results of the reliability test, the Cronbach alpha value is greater than 0.600, so the instrument tested in this research is reliable.

b. Hasil Analisis Regresi Linier Berganda

Table 1: Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,580	7,558		,474	,637
	Budaya Organisasi	,546	,139	,399	3,931	,000
	Motivasi Kerja	,382	,087	,446	4,392	,000

a. Dependent Variable: Kinerja Pegawai

Based on the picture above, it can be concluded that the regression equation is as follows:

$$\text{Performance} = 3.58 + 0.546 \text{ Organizational Culture} + 0.382 \text{ Work Motivation}$$

$$Y = 3.58 + 0.546 X1 + 0.382 X2$$

From the results of the research above it can be concluded as follows:

1. Constant value = 3.58, which means, if X1 and X2 are assumed to be zero then the employee performance level is 3.58 if other variables are considered constant.
2. The regression coefficient for the Organizational Culture variable (X1) is 0.546, which means that the variable X1 has an influence on employee performance so that if

other variables are considered constant, employee performance will increase by 0.546.

3. The regression coefficient for the Work Motivation variable (X2) is 0.382, which means that work motivation has an influence on employee performance so that if other variables are considered constant, employee performance will increase by 0.382.
4. Organizational Culture (X1) has a greater influence than Work Motivation (X2) on employee performance. This is proven by the organizational culture coefficient of 0.546 which is greater than the work motivation value of 0.382.

c. Hypothesis Testing Results

Table 2: Hasil Uji t

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,580	7,558		,474	,637
	Budaya Organisasi	,546	,139	,399	3,931	,000
	Motivasi Kerja	,382	,087	,446	4,392	,000

a. Dependent Variable: Kinerja Pegawai

Based on the data in the results of the t statistical test above, if the level of significance (α) is 0.10, it can be concluded:

- 1) Sig value. for the influence of Organizational Culture (X1) on Employee Performance (Y) is $0.000 < 0.10$ and the t value is $3.931 > t_{table} 1.671$ so it can be concluded that H1 is accepted which means that there is an influence between Organizational Culture (X1) on Employee Performance (Y). Organizational Culture (X1) also

has a positive and significant influence on Employee Performance (Y).

- 2) Sig value. for the influence of Work Motivation (X2) on Employee Performance (Y) is $0.000 < 0.10$ and the t value is $4.392 > t_{table} 1.671$ so it can be concluded that H2 is accepted which means that there is an influence between Work Motivation (X2) on Employee Performance (Y). Work Motivation (X2) also has a positive and significant influence on Employee Performance (Y).

Table 3: Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,734 ^a	,538	,523	4,931
a. Predictors: (Constant), Motivasi Kerja, Budaya Organisasi				

Based on the results in the picture above, it is known that the Adjusted R Square value is 0.523, which means that the influence of Organizational Culture (X1) and Work Motivation (X2) on Employee Performance (Y) is simultaneously 52.3% while the remaining 47.7% is explained by variables which were not examined in this research such as leadership, work environment, rewards and job satisfaction.

1. The Influence of Organizational Culture on Employee Performance

Organizational culture has a positive and significant influence on employee performance. This can be concluded through the t test that has been carried out so that H1 can be accepted. Based on the results of this research, it can also be seen that if organizational culture is improved, employee performance will also increase assuming constant work motivation. The indicators used in this research are divided into 5 parts, namely Self-Awareness, Aggressiveness, Personality, Performance and Team Orientation. From these 5 indicators, it can be seen that team orientation has a relatively large contribution, namely 58.78% to employee performance at BNPT, while the lowest position in this variable is aggressiveness with a percentage of 42.86%. This can happen because as ASN you are better known for having tasks that tend to be relaxed and routines that are so-so that employees quickly feel bored. The results in this research are in line with previous research (Meutia & Husada, 2019; Muis *et al.*, 2018; Aziz, 2018) that organizational culture influences employee performance positively and significantly.

2. The Influence of Work Motivation on Employee Performance

Work Motivation has a positive and significant influence on Employee Performance, where after conducting research using the t test it can be concluded that H2 is accepted. If work motivation continues to be increased, employee performance will also increase at the same time, making this a gap in efforts to improve employee performance. In the work motivation variable, several indicators are used which are divided into 5 parts, namely Physiological Needs, Safety Needs, Social Needs, Esteem Needs and Self-Actualization Needs. Of these various indicators, the need for security has a significantly higher influence compared to other

indicators, namely 52.38%. As an ASN, the need for security is guaranteed by the government, in this case it is carried out and continued by the agency. Physiological needs are in last place with an influence of 41.80%. Most BNPT employees, especially general bureaus, feel that the incentives they receive as an ASN, especially in relatively new office conditions, are relatively low. In reality, the performance allowance provided by the government, apart from being based on position class, also depends on the bureaucratic reform index, in this case the BNPT as a new institution has only paid attention to the PANRB for the last 3 years to try to increase the position class of BNPT employees. The results in this study are in accordance with previous research that work motivation influences employee performance positively and significantly (Adinda *et al.*, 2024; Asmawiyah *et al.*, 2020; and Adha *et al.*, 2019).

3. The Influence of Organizational Culture and Work Motivation on Employee Performance

Based on the results of the Coefficient of Determination Test, it was concluded that H3 was accepted, which means that organizational culture and work motivation have an influence on employee performance simultaneously. This influence is relatively large, namely with a percentage of 52.3%, while the remaining 47.7% is explained by variables not examined in this research such as leadership, work environment, rewards and job satisfaction. Based on the results of multiple linear regression analysis, it is known that the performance of BNPT employees, especially general bureaus, has a coefficient value for the organizational culture variable that is greater than work motivation. This shows that organizational culture has a greater influence on employee performance than work motivation. So the emphasis on improving employee performance is on implementing organizational culture rather than implementing work motivation. The results in this study are in accordance with previous research with previous research that organizational culture and work motivation simultaneously significantly influence employee performance (Putra *et al.*, 2020; Fachreza *et al.*, 2018; and Indra Bagus Pranata, 2018).

5. CONCLUSIONS

Based on the data that has been collected and the tests that have been carried out it can be concluded:

1. Organizational culture has a partial positive and significant influence on employee performance. This means that when organizational culture is improved, the performance of BNPT employees will also increase.
2. Work motivation has a partial positive and significant influence on employee performance. This can be interpreted that by increasing the work motivation of BNPT employees, the performance of BNPT employees will also increase.
3. Organizational culture and work motivation simultaneously have a positive and significant influence on employee performance. This means that simultaneously, if organizational culture and work motivation can be improved in various ways, the performance of BNPT employees will also increase.

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