



# INFLUENCE OF GOOD CORPORATE GOVERNANCE, AND MOTIVATION ORGANIZATIONAL CULTURE ON PERFORMANCE GOVERNMENT EMPLOYEES INSPECTORATE OF SOUTHEAST SULAWESI PROVINCE

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## ABSTRACT

This study aims to determine and analyze influence of good corporate governance, motivation, and organizational culture on the performance of government employees Inspectorate of Southeast Sulawesi Province. The data analysis method used is the quantitative method using multiple linear regression analysis, and the test tools used are the F test and the t test. The samples taken in this study amounted to 54 people. Testing research instruments using validity and reliability tests. The research results found that Good Corporate Governance, motivation, and organizational culture simultaneously have a positive and significant effect on the performance civil servant Inspectorate of Southeast Sulawesi Province. So better the increase in Good Corporate Governance, motivation, and organizational culture, will improve the performance civil servant Inspectorate of Southeast Sulawesi Province. Good Corporate Governance partially has a positive and significant effect on the performance civil servant Inspectorate of Southeast Sulawesi Province. So the better increase in Good Corporate Governance, the better performance civil servant Inspectorate of Southeast Sulawesi Province. Motivation partially has a positive and significant effect on the performance civil servant Inspectorate of Southeast Sulawesi Province. So the better increase in motivation, the better performance civil servant Inspectorate of Southeast Sulawesi Province. Organizational culture partially has a positive and significant effect on the performance of the civil servant Inspectorate of Southeast Sulawesi Province. So the better increase in organizational culture, the better performance civil servant Inspectorate of Southeast Sulawesi Province.

**Keywords:** *Good Corporate Governance, Motivation, Organizational Culture, Performance*

## INTRODUCTION

Good performance is optimal performance, which is under organizational standards and supports the achievement of organizational goals. Improving employee performance will bring progress for agencies (organizations) to be able to survive in an unstable competition. Every government organization is required to be able to optimize human resources, the management of human resources is inseparable from the factor of employees who are expected to perform as well as possible to achieve the goals of government organizations. Employees are the driving force of the organizational system, so if performance increases, the organizational performance also increases. Employees are directed to improve their performance so that they have attitudes and behaviors that reflect responsibility, loyalty, and discipline, Fadillah et al (2017).

There are empirical problems related to the performance of Civil Servants (PNS) in the Inspectorate of Southeast Sulawesi Province (Southeast Sulawesi), including the ability of employees in carrying out work is not satisfactory. This can be seen from the presence of some employees who are still lazy in doing the work given to them.

The amount of work that has piled up that could not be completed on time. Problems related to the ability of employees must be resolved properly. The limitation of reliable employees who control operations is a fundamental problem in improving performance. Efforts to improve the quality of human resources will also include improving managerial and operational capabilities. Organizational culture in an organization is usually associated with values, norms, attitudes, and work ethics that are shared by each component of the organization.

APIP and APIP Capabilities are still at level 2, and the percentage of decreased internal inspection findings (Regional Inspectorate) has decreased with a realization of 18.60%. Based on the report, it can be seen if the percentage of the numbers that appear does not meet the target that has been given. In other words, the performance is still not good or less than the maximum of the participant's civil servant.

Factors that affect performance Good Corporate Governance (GCG) Amiruddin et al (2020). Until now, the public's demand for governance based on GCG principles continues to be a polemic. This is because until now the Central and Regional Governments are still showing attitudes that are not under GCG principles as shown by the many cases of corruption, collusion, and nepotism found in Indonesia. GCG is not a new issue for the business world in Indonesia. GCG principles such as transparency, accountability, independence, fairness, and justice are very important to be carried out to provide a good opinion from the public as well as a form of substantial accountability for government performance, Emirzon (2006).

Poor government performance can be caused by several factors including the government's failure to monitor and determine strategic planning. Another dimension that causes poor government performance, in general, is a violation of service quality caused by the culture of the principles of bribery, collusion, corruption, and nepotism (KKN) which still characterize service practices in Indonesia. This can give an illustration that the principles of GCG include commitment, transparency, accountability, responsibility, independence, honesty, competence, leadership, ability to cooperate, carry out the vision, mission and values, strategy and policies, professional ethics, and organizational culture important to organize, Sellang (2019).

The demands of society for the creation of good governance through GCG are increasingly intense. Transparency, accountability, and community participation are prerequisites that must be met. The development and dominance of information technology, which has resulted in the expansion of the reach of mass media, especially electronic media, has contributed to increasing public demand for improved government performance. The good or bad performance of government officials can be determined by several factors, but the factor that is taken into consideration is the factor of applying the principles of Good GCG. If the Regional Apparatus Organization has a strong organizational commitment to implement it, then this can have a major influence on the quality of public services as a whole, Kurniawan (2013).

The purpose of implementing GCG in companies is to optimize company value so that companies

have strong competitiveness, both nationally and internationally, encourage professional, efficient, and effective company management as well as empower functions and increase company independence, increase company contributions to the national economy and improve a climate that conducive to the development of the national investment.

Another factor that can improve performance is motivation, Tirtayasa (2019). According to Maslow in Kristianti et al, (2021), motivation is the provision of the driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction at work. Work motivation is an encouragement and stimulus that causes a person to be enthusiastic at work because his needs are fulfilled. In another sense, motivation can be interpreted as a motive or as an internal driving factor that comes from within a person to display and direct the behavior or actions that will be carried out. Every employee has different needs, so the motivation needed by employees is also different from one another. But if it already exists in an agency, the agency must be able to meet the needs of its employees. Employee motivation must remain high to achieve predetermined work goals, Rosmaini and Tanjung (2019).

The next factor that influences performance is organizational culture, Suardani et al (2021). Organizational culture is the spread of shared patterns of values and beliefs that provide meaning and rules of behavior for organizational members, Meutia and Andriani (2017). Organizational culture can be a major instrument of competitive advantage. Several studies show that a strong culture will guide behavior and give meaning to organizational activities so that the performance produced by employees is also optimal. This is very meaningful support in achieving the success of an organization because organizational culture realistically influences employee performance. Awareness of company leaders and employees of the influence of organizational culture can provide a strong enthusiasm to maintain, nourish, and develop the organizational culture which is a strong supporting force for organizational progress, Hardi (2019).

Several past studies have examined the factors that affect performance. However, some of these studies found varying results. Hilman, (2018), Setyawan and Kusumawati, (2019) found that Good Corporate Governance significant effect on performance but the findings Putri and Putra, (2017) and Phradiansah, (2014) found that if Good Corporate Governance not significant to performance. Wahyudi, (2019) and Kristianti et al, (2021) found that motivation is significant to performance but Dhermawan et al, (2012) and Murti and Srimulyani, (2013) found that motivation is not significant to performance. Tirtayasa, (2019) and Muis et al, (2018) found that organizational culture has a significant effect on performance but Girsang, (2019) organizational culture has no significant effect.

## LITERATURE REVIEW

### Good Corporate Governance

In language, Good Corporate Governance comes from English, namely good which means good, corporate means company, and governance means arrangement. In general, the term Good Corporate Governance is defined in Indonesian as good organizational governance. In terminology, the definition of GCG is a good organizational governance mechanism in managing organizational resources efficiently, effectively, economically, and productively with the principles of openness, accountability, accountability, independence, and fairness to achieve organizational goals, Faozan (2014).

GCG is an organizational governance system that contains a set of rules that regulate the relationship between internal and other external interests about rights and obligations, in other words, a system that regulates and controls the organization, to increase added value. For all interested parties (stakeholders), Hamid (2015).

GCG is a concept proposed to improve organizational performance through supervision or monitoring of management performance and ensuring management accountability to stakeholders based on the regulatory framework. The concept of corporate governance is to achieve more transparent organizational management for all users of financial reports. If this concept is implemented properly, it is hoped that economic growth will continue to rise along with the transparency of organizational management which will benefit many

parties. Corporate governance also helps create a conducive environment for efficient and sustainable growth in the corporate sector, Astika (2012).

### **Motivation**

The term motivation comes from the Latin word "movere", which means to move (to move). According to McDonald, quoted by Hamalik (2011: 158) motivation is an energy change within the person characterized by affective arousal and anticipatory goal reaction. Motivation is a change in energy in a person's (personal) which is characterized by the emergence of feelings and reactions to achieve goals. According to Hilgard quoted by Sanjaya (2006:29), namely, motivation is a condition that exists within a person that causes a person to carry out certain activities to achieve certain goals. So work motivation is an encouragement that can cause a person to carry out activities or work to achieve goals.

According to (Sardiman, 2011: 73) Motivation stems from the word "motive" which means the driving force that exists within a person to carry out certain activities to achieve a goal. (Marno, 2008: 22) defines motivation as a condition that makes motives move according to the needs of each individual. Samsudin (2010: 281), suggests that motivation is the process of influencing or pushing from the outside towards a person or workgroup so that they want to carry out something that has been determined. According to (Sulistiyani, 2003:58), motivation is the process of encouraging subordinates so that subordinates can work in line with the limits given to achieve organizational goals optimally. Meanwhile, according to Richard M. Stears in (Sedarmayanti, 2009:233), based on goals at work. This is not a feeling of pleasure relative to the results of various jobs as well as satisfaction, but rather a feeling of being ready/willing to work to achieve work goals.

### **Organizational Culture Concept**

The definition of organizational culture is thus formed in various versions. Considering that the word culture is taken from anthropology and sociology, the implications are applied under the cultural meaning that contains nationalism, so that it can be seen from his point of view. Out of sight. However, most argue that the community center is a framework of common values during the adjustment period. The community consists of mental programmers who need an individual environment, according to Geert Hofstede (Wibowo, 2010: 15). Meanwhile, according to Edgar Schein in Rijal (2019), organizational culture is created as an ideology that underlies organizational strategy, socialization of tutoring, feelings or the environment.

According to (Robbins and Judge, 2013: 512), organizational culture refers to the common sense of members as a structure that makes the organization different from other organizations. Organizational culture can be understood as a system of shared meaning between members that distinguishes the organization from others. Fugate, 2013: 32) specifies that a certain set of organizational cultures is adopted to assume that the community defines a different way of thinking and environment I want to make a clear contribution to the main institutions, principles, standards, practices, behaviors, and organizations, which are detrimental to ensure that they are more or less consistent with the internal organization.

### **Performance Concept**

Performance is the periodic determination of the effectiveness of the organization's operations, parts of the organization, and its employees based on predetermined goals, standards, and criteria, Widjadja et al (2018). According to (Mangkunegara, 2010), performance is work results in quality and quantity that can be achieved by an employee in carrying out tasks under the responsibilities given to him.

Performance is the appearance of the work of personnel both in quantity and quality in an organization. Performance can be an individual performance or group work of personnel. The appearance of the work is not limited to personnel holding functional or structural positions, but also to the entire range of personnel within the organization, (Ilyas, 2009).

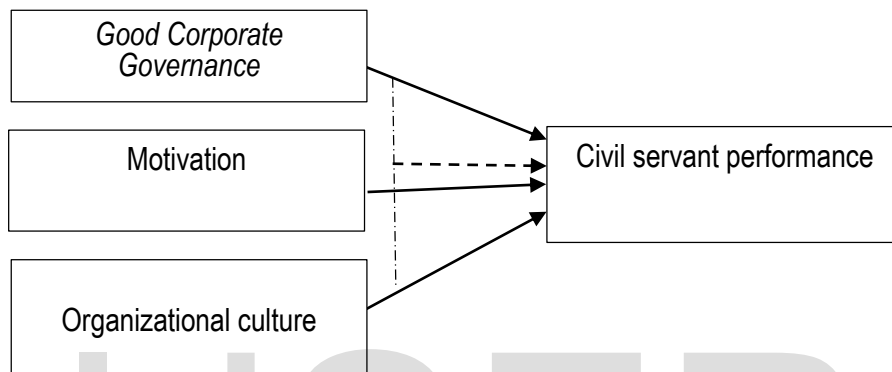
The description of performance involves three important components, namely objectives, measures, and assessment. Determining the goals of each organizational unit is a strategy to improve performance. This goal will give direction and influence how the work behavior expected by the organization should be for each

personnel. However, setting goals alone is not enough, because it requires a measure, of whether a person has achieved the expected performance.

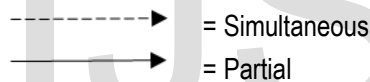
### Conceptual Framework

Based on the understanding and theories put forward in the literature review, a conceptual framework can be developed that will examine several variables, namely GCG ( $X_1$ ), motivation ( $X_2$ ), organizational culture ( $X_3$ ), performance (Y) ASN Inspectorate of Southeast Sulawesi Province. The framework for the flow of thought in this study was built based on the problems and study objectives, theoretical, and empirical studies as well as previous research suggestions as a basis for formulating hypotheses.

**Figure 1. Research Conceptual Framework**



note:



### Hypothesis

Based on the problems, literature review, and conceptual framework, the following hypotheses can be proposed:

1. Good Corporate Governance, motivation, and organizational culture have a positive and significant effect on performance civil servant Inspectorate of Southeast Sulawesi Province.
2. Good Corporate Governance positive and significant effect on the performance of the civil servant Sulawesi Provincial Inspectorate Southeast.
3. Motivation has a positive and significant effect on the performance of the civil servant Inspectorate of Southeast Sulawesi Province.
4. Organizational culture has a positive and significant effect on the performance of the civil servant Inspectorate of Southeast Sulawesi Province.

## RESEARCH METHODS

### Research design

This research is a type of explanatory research. According to (Sugiyono, 2013: 6) explanatory research is research that explains the position between the variables studied and the relationship between one variable and another through testing the hypotheses that have been formulated. The approach used in this study is a quantitative approach, which is said to be a quantitative method because the research data is in the form of numbers and the analysis uses statistics. The measurement scale used is the Likert scale. In this case the influence of GCG, motivation, and organizational culture on the performance of civil servants Provincial Inspectorate Southeast Sulawesi.

### Research Population

The population is a collection of data that has the same characteristics and becomes an object of inference, statistical inference is based on two basic concepts, overall, imaginary, and sample data, as part of the participants who are used to make inferences (mix or draw) on the participants where they participate. Meanwhile, according to (Arikunto, 2010: 173), the population is the entire object of research. The population in this study are all civil servants in Provincial Inspectorate Southeast Sulawesi. The details are seen in the table as follows:

**Table 1. Total Population**

Number	Class	Amount	%
1	IV/d	1	1
2	IV/c	5	4
3	IV/b	6	5
4	IV/a	12	10
5	III/d	24	20
6	III/c	28	23
7	III/b	26	22
8	III/a	15	12
9	II/d	4	3
Total		120	100

Source: Provincial Inspectorate Southeast Sulawesi

### Sample

The sample is part of the population (Sugiyono, 2010). The size or size of the sample is very dependent on the level of accuracy or error tolerance desired by the researcher. The maximum error rate taken is 10% (0.10). The smaller the number of samples, the lower the error rate, and conversely, the smaller the error rate, the greater the number of samples obtained. One of the methods used to determine the number of samples is to use the formula Slovin in (Sugiyono, 2011:87). As for the sample collection technique follows:

$$n = \frac{N}{1 + Ne^2}$$

Where :

n = Sample Size

N = Population Size

e = Error level (error)

Based on the calculations from the formula above, the number of samples (n) is as follows:

$$n = \frac{120}{1 + 120 (0.10)^2}$$

$$n = \frac{120}{1 + (120 \times 0.01)^2}$$

$$n = \frac{120}{2.2}$$

= 54 people to be a respondent in this study

The details of the sample in this study can be seen in the following table:

**Table 2. Total Samples**

Number	Class	Amount	%
1	IV/c	2	3.70
2	IV/b	2	3.70
3	IV/a	8	14.81
4	III/d	10	18.52
4	III/c	8	14.81
5	III/b	10	18.52
6	III/a	10	18.52
7	II/d	4	7.41
Total		54	100

Source: Primary data processed

### Data Types and Sources

The types and sources of data needed in this study are as follows:

#### Data Type

Data used in this study are quantitative data, namely data obtained in the field that can be measured in the form of numbers, civil servant Provincial Inspectorate Southeast Sulawesi.

#### Data Source

This research data comes from:

1. Primary data is a source of research data obtained directly from sources (not through intermediaries). The primary data used in this research is the result of filling out the questionnaire of the respondents, namely civil servants Provincial Inspectorate Southeast Sulawesi.
2. Secondary Data, namely data taken in the form of reports that have been documented on Provincial Inspectorate Southeast Sulawesi.

#### Method of Collecting Data

Collecting data in this study as follows:

1. The questionnaire was done by filing a list of questions to the civil servant to obtain the information needed to answer the research problem.
2. Documentation Is a collection of supporting documents in the form of data that has been published by the Inspectorate of the Province of Southeast Sulawesi such as a description general, brief history, and job description.

### Data analysis method

#### Multiple Linear Regression Analysis

To achieve the goal and test the hypothesis, the data obtained will then be processed according to research needs. Multiple linear regression analysis is linear regression to analyze the magnitude of the relationship and the influence of independent variables that are more than two (Suharyadi and Purwanto, 2004:508).

The multiple regression model equation is (Suharyadi and Purwanto, 2011: 210):

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 \dots b_n X_n + e$$

Information:

- a : Constant
- b : Regression coefficient
- X : Independent variable
- Y : The dependent variable
- e : Errors/factors outside the model

Based on the formula above, then this research formulated a regression equation as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + \dots + b_n X_n + e$$

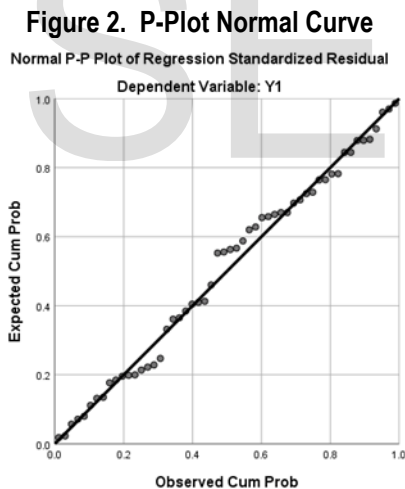
Information :

- a : Constant
- $\beta_1, \beta_2, \beta_3$  : Regression coefficient
- X1 : Good Corporate Governance
- X2 : Motivation
- X3 : Organizational culture
- Y : Performance
- e : Error

## RESULT AND DISCUSSION

### Normality Test

To see normality seen through the output of the normal curve p-plot graph, a variable is said to be normal if the distribution image with data points is spread around the diagonal line and the distribution of data points in the same direction follows the diagonal graph.



Source: Processed data

The image p-plot graph shows the distribution of data (points) around the regression line (diagonal) and the distribution of data points in the same direction following the diagonal line, it can be concluded that the regression model is feasible to use because it fulfills the normality assumption.

### Multicollinearity Test

If the VIF value is  $> 10$  and the tolerance is  $> 0.1$ , this means that there is no correlation between variables. Multicollinearity test results can be seen in the following table:



**Table 3. Multicollinearity Test**

Variable	tolerance	VIF	Information
<i>Good Corporate Governance</i>	519	1926	Multicollinearity Does Not Occur
Motivation	690	1,449	Multicollinearity Does Not Occur
Organizational culture	440	2,271	Multicollinearity Does Not Occur

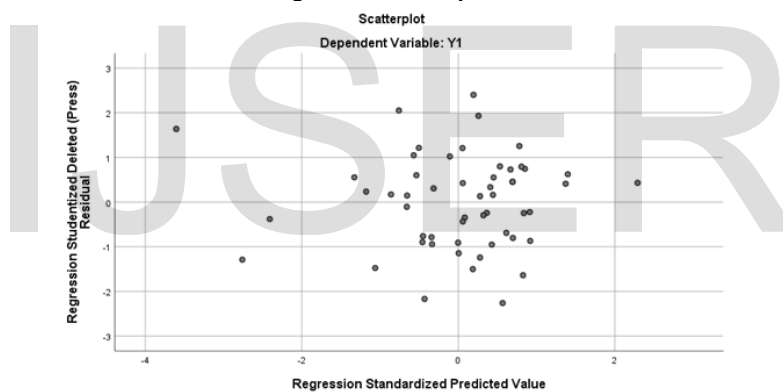
Source: Processed data

Test results multicollinearity shows that the VIF value is above 10, namely 1.926, 1.449, and 2.271 and the tolerance value of each variable is above 0.1, namely 519, 690, and 440. This means that the independent variables in this study did not occur in multicollinearity.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from the residual of one observation to another.

**Figure 3. Scatterplots**



Source: Processed data

The results of the scatterplot graph in this study show that there is no heteroscedasticity by looking at not forming a certain pattern and the points that spread above and below the number 0 on the Y axis.

**Multiple Linear Regression Results**

The coefficient value (R) and the coefficient of determination ( $R^2$ ) can be seen in the following table:

**Table 4. Summary of Multiple Linear Regression Results**

Free Variables	Unstandardized Coefficients (b)	tcount	Sig
<i>Good Corporate Governance</i>	0.464	2,666	0.010
Motivation	0.794	3,655	0.001
Organizational culture	0.850	2,294	0.026
Constants: 7,898 with a sig of 0,390 and an error value of 9,107 R = 0.807 R Square =0.651 Fcount = 0.31.131			N = 54 $\alpha = 0.05$

Fsignificant = 0.000	
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Source: Data processed

Based on the table, the multiple linear regression equation is obtained as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 0.789 + 0.464 X_1 + 0.794 X_2 + 0.850 X_3 + 9.107$$

**Hypothesis test**

**Simultaneous Test**

The results of the calculation of the simultaneous test or F test can be seen in the following table:

**Table 5. Simultaneous Test**

F test	Sig
31,131	0.000

Source: Primary Data

Based on table 5, it is stated that the Fsig value is equal to  $0.000 < \alpha = 0.05$ , which means that the variables of Good Corporate Governance, motivation, and organizational culture are simultaneously influential positive, and significant on employee performance. Thus the hypothesis stated that the influencing variable of Good Corporate Governance, motivation, and organizational culture simultaneously significantly affect the performance of civil servants be accepted.

**Partial Test**

The results of the calculation of the partial test or t test can be seen in the following table:

**Table 6. Partial Test**

Variable	t <sub>count</sub>	Sig
<i>Good Corporate Governance</i>	2,666	0.010
Motivation	3,655	0.001
Organizational culture	2,294	0.026

Source: Primary Data

Related to the explanation of the partial test results for each variable as follows:

1. It can be seen in the table that the variable is significant Good Corporate Governance value is obtained  $t_{sig}$  of  $0.010 < \alpha = 0.05$ . It can be concluded that Good Corporate Governance partially positive and significant effect on the performance of civil servants. Thus the hypothesis stated Good Corporate Governance partially positive and significant effect on the performance of civil servant be accepted.
2. It can be seen in the table that the significant variable of motivation value obtained the  $t_{sig}$  of  $0.001 < \alpha = 0.05$ . It can be concluded that motivation partially has a positive and significant effect on the performance of civil servants. Thus the hypothesis that motivation partially has a positive and significant effect on the performance of civil servants is accepted.
3. It can be seen in the table that the significant organizational culture variable obtained the  $t_{sig}$  value  $< \alpha = 0.05$ . It can be concluded that organizational culture partially has a positive and significant effect on the performance of civil servants. Thus the hypothesis that organizational culture partially has a positive and significant effect on the performance of civil servants is accepted.

**DISCUSSION**

### **Influence Good Corporate Governance, Motivation, and Organizational Culture on Performance**

Based on the results of testing the hypothesis regarding the influence of Good Corporate Governance, motivation, and organizational culture on employee performance obtained a  $F_{\text{count}}$  value of 31,131 with a  $F_{\text{significant}}$  value of 0.000 < 0.05, it can be concluded that if Good Corporate Governance, motivation, and organizational culture simultaneously have a positive and significant influence on employee performance. So better improvement from Good Corporate Governance, motivation and organizational culture will also increase the performance of civil servants Inspectorate of Southeast Sulawesi Province.

Amiruddin et al (2020) in his research, he found that the factors that affect performance are Good Corporate Governance (GCG). Until now, the public's demand for governance based on GCG principles continues to be a polemic. This is because until now the Central and Regional Governments are still showing attitudes that are not under GCG principles as shown by the many cases of corruption, collusion, and nepotism found in Indonesia. GCG is not a new issue for the business world in Indonesia. GCG principles such as transparency, accountability, independence, fairness, and justice are very important to be carried out to provide a good opinion from the public as well as a form of substantial accountability for government performance, Emirzon (2006).

The results of this study are in line with the findings of previous studies which say that Good Corporate Governance has a significant impact on performance, such as (Hilman, 2018) found that GCG has influence significant effect on performance. His research (Tirtayasa, 2019) and (Kristianti et al, 2021) also found that motivation has a significant impact on performance. And Muis et al (2018) found that organizational culture has a significant impact on performance.

### **The influence of Good Corporate Governance on Performance**

Based on the results of testing the hypothesis regarding the influence of Good Corporate Governance on employee performance obtained a  $t_{\text{count}}$  value of 2,666 with a  $t_{\text{significant}}$  value of 0.010 < 0.05, it can be concluded that Good Corporate Governance partially has a positive and significant influence on employee performance. So the better improvement from Good Corporate Governance then the performance of civil servants will also increase the Inspectorate of Southeast Sulawesi Province.

Good Corporate Governance or good organizational governance is governance that applies the principles of transparency, accountability, responsibility, independence, and fairness. Good governance requires that these principles be built and implemented in the managerial process of Kholidah and Mildawati (2017). Good Corporate Governance is a system (input, process, output) and a set of rules that regulate the relationship between various interested parties (stakeholders) to achieve organizational goals. Good Corporate Governance is included to regulate these relationships and prevent significant mistakes in the company's strategy and ensure that mistakes that occur can be corrected immediately.

It is also explained the results of research regarding respondents' responses to the indicators from Good Corporate Governance shows that the majority of respondents have understood the scope of work while in the Office, perform work under existing rules and they can keep the secrets of the Southeast Sulawesi Provincial Inspectorate. Transparency produces a good category giving affirmation if the majority of respondents in the research indicate if they understand the attitude of transparency in work, then they have transparent in work and also able to sort out parties who can get important information in the work they do. The indicator of fairness and justice make good categories. The thing this shows that employees have a good understanding of their daily tasks while on duty and they have carried out their duties well and they can make the leadership proud of the work they produce.

This is in line with the findings which explain that Good Corporate Governance have a significant impact on performance (Setyawan and Kusumawati, 2019) the same findings were also obtained by previous researchers namely (Hilman, 2018; Negari & Fun, 2018; Noviandri, 2015; Ruhanda, 2018). So if the implementation of Good Corporate Governance If it is good then the performance of the employees will also be good.

### **Effect of Motivation on Performance**

Based on the results of testing the hypothesis regarding motivation on employee performance, the  $t_{\text{count}}$  value is 3,655 with a  $t_{\text{significant}}$  value of 0.001 < 0.05, so it can be concluded that motivation partially has a positive and significant influence on employee performance. So the better the increase in motivation, the performance of civil servants will also increase Inspectorate of Southeast Sulawesi Province.

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are a force to encourage individuals to behave in achieving goals. This encouragement consists of two components, namely the direction of work behavior (work to achieve goals), and the strength of behavior (as a strong individual effort at work). Valentina et al (2018). Motivation includes unique feelings, thoughts, and past experiences that are part of the company's internal and external relationships. Past research studies have found that motivation has a significant impact on performance.

Richard M. Stears in (Sedarmayanti, 2009:233), motivation is the strength of an individual's tendency to engage in activities that are based on goals at work. This is not a feeling of pleasure relative to the results of various jobs as well as satisfaction, but rather a feeling of being willing/willing to work to achieve work goals. In addition, (Siagian, 2009: 102), states that motivation is the driving force for someone to make the greatest possible contribution to the success of the organization in achieving its goals. In contrast to Flippo's opinion (Hasibuan, 2010: 143), motivation is a skill, in directing employees and organizations to want to work successfully, so that the wishes of employees and organizational goals are simultaneously achieved.

The results of this study are in line with findings from (Deni, 2018; Jamil, 2021; Prayitno et al., 2020; Tirtayasa, 2019; Yuningsih, 2019) which says motivation has a significant influence on employee performance. This means that an increase in motivation can improve the performance itself, so the better the motivation, the better performance of civil servants in the Inspectorate of Southeast Sulawesi Province.

### **Influence Culture on Performance**

Based on the results of testing the hypothesis regarding organizational culture on employee performance, a  $t_{\text{count}}$  value of 2,294 is obtained with a  $t_{\text{significant}}$  value of 0.026 < 0.05, so it can be concluded that organizational culture partially has a positive and significant influence on employee performance. So the better the improvement of organizational culture, the better the performance of civil servants will also increase the Inspectorate of Southeast Sulawesi Province.

Several studies show that a strong culture will guide behavior and give meaning to organizational activities so that the performance produced by employees is also optimal, (Yulian, 2016). This is very meaningful support in achieving the success of an organization because organizational culture realistically influences employee performance. Awareness of company leaders and employees about the influence of organizational culture can provide a strong enthusiasm to maintain, maintain, and develop the organizational culture which is a strong supporting force for organizational progress, (Irvany, 2020).

Suardani et al (2021) in his research explained that one of the factors that influence performance is organizational culture. Organizational culture is the spread of shared patterns of values and beliefs that provide meaning and rules of behavior for organizational members, Meutia and Andriani (2017). Organizational culture can be a major instrument of competitive advantage. Several studies show that a strong culture will guide behavior and give meaning to organizational activities so that the performance produced by employees is also optimal. This is very meaningful support in achieving the success of an organization because organizational culture realistically influences employee performance. Awareness of company leaders and employees of the influence of organizational culture can provide a strong enthusiasm to maintain, maintain, and develop the organizational culture which is a strong carrying capacity for organizational progress, Hardi (2019). A strong organizational culture will foster a great sense of responsibility within employees so that they can motivate them to display the most satisfying performance, achieve better goals, and in turn, will motivate all members to improve their performance.

The results of this study are the same as the findings of (Amanda et al., 2017; Astuti & Prayogi, 2018; Jamaludin, 2017; Jufrizen & Rahmadhani, 2020; Meutia & Husada, 2019; Muis et al., 2018; Rivai, 2012) which says if organizational culture has a significant influence on performance. This means that an increase in

organizational culture can improve the performance itself, so the better the organizational culture, the better performance of civil servants in the Inspectorate of Southeast Sulawesi Province.

### Conclusion

Based on the results of data analysis and discussion, the following conclusions can be drawn:

1. Good Corporate Governance, motivation, and organizational culture simultaneously have a positive and significant effect on the performance of the civil servant Inspectorate of Southeast Sulawesi Province. So a better increase in Good Corporate Governance, motivation, and organizational culture, will improve the performance civil servant Inspectorate of Southeast Sulawesi Province.
2. Good Corporate Governance partially positive and significant effect on the performance of civil servant Inspectorate of Southeast Sulawesi Province. So the better the increase in Good Corporate Governance, the better performance of civil servant Inspectorate of Southeast Sulawesi Province.
3. Motivation partially has a positive and significant effect on the performance civil servant Inspectorate of Southeast Sulawesi Province. So the better the increase in motivation, the better performance civil servant Inspectorate of Southeast Sulawesi Province.
4. Organizational culture partially has a positive and significant effect on the performance of the civil servant Inspectorate of Southeast Sulawesi Province. So the better the increase in organizational culture, the better performance civil servant Inspectorate of Southeast Sulawesi Province.

### Suggestion

Based on these conclusions, suggestions that can be given by the authors in this study are as follows:

1. For the leadership of the Southeast Sulawesi Provincial Inspectorate to make improvements to good corporate governance, motivation, and organizational culture because they can improve employee performance.
2. The object of this research is still limited to one location, namely the Inspectorate of Southeast Sulawesi Province so that further research can be carried out in other places.
3. Future researchers can conduct studies on factors that can affect employee performance such as leadership.

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