



# THE INFLUENCE OF WORK CONFLICT AND ORGANIZATIONAL CULTURE ON WORK MOTIVATION AND EMPLOYEE PERFORMANCE (Study on Employee Secretariat DPRD East Kolaka Regency)

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## ABSTRACT

The purpose of this study was to examine the effect of work conflict on work motivation, examine the influence of organizational culture on work motivation, examine the effect of work conflict on employee performance, examine the influence of organizational culture on employee performance, examine the effect of work motivation on employee performance, examine the effect of work conflict on employee performance is mediated by work motivation, examines the influence of organizational culture on employee performance mediated by work motivation. The study population was civil servants within the scope of the East Kolaka Regency DPRD Secretariat, totaling 61 people, the sampling technique used the saturation technique so that the number of research samples was 61 respondents. Data collection using a questionnaire. The research model is structural.

**Keywords:** *Work conflict, organizational culture, work motivation, and employee performance*

## INTRODUCTION

Human resources in the organization are the main asset that supports the running of an activity. Employees as human resources have the greatest potential and influence in carrying out the activities of an organization. Because the achievement of organizational life objects does not only depend on the equipment, facilities, and infrastructure owned but depends on how an organization can utilize its human resources (Yolanda et al, 2018). In the current work environment, efforts to improve employee performance are almost the main goal of human resources (HR). Human resources need to be managed professionally to create harmony between the interests of employees and the interests of the organization to advance the organization (Mappamiring et al., 2020).

When people work in groups, conflict is one of the most predictable outcomes. Most elements of leadership spend much of their working time dealing with conflicts or the impact of people-related issues.

Mismanagement of conflict causes a waste of energy that should be used for productive endeavors (Utaka and Silas-Dikibo, 2020). According to Oachesu (2016), conflict is complex, because it involves minimal interaction of cognitive, psychological, physiological, and contextual dynamics. Most conflict theories only take a psychological and/or economic approach to understanding and managing conflict. Zahid, (2017) argues that conflict is an unpleasant situation that leads to unhealthy competition among employees for assignments, resources, power, recognition, and security.

Work conflict gets attention related to the smooth running of the organization. Because conflict and organization are two things that cannot be separated, conflict has several benefits, in certain situations, conflict can also increase the creativity of its employees (De Clercq et al., 2017). However, if too many conflicts occur, instead of having a positive impact on the organization, it will become an obstacle for the organization. If this is not managed properly, it will result in high turnover within the organization.

Organizational behaviorists have distinguished between types of conflict and the effects each may have on individual and group-level outcomes (Jehn, 1995). Conflicts about work-related tasks, in certain circumstances, have the potential to enhance certain performance outcomes, while relationship-centered conflicts have been shown to have negative effects on individual and group outcomes (Jehn & Mannix, 2001). Strong disagreements among co-workers leading to an open discussion about how to do the job often result in the discovery of better and more efficient methods of designing, delegating, and completing the task at hand.

Research by Ayinde et al (2021) revealed that conflict in the workplace has a negative but not significant effect on employee performance. This shows that conflict in the workplace will result in a situation where employees will be frustrated with each other in trying to achieve their goals. However, conflict at work in the organization does not lead to a drastic decline in work performance because there is always a resolution to minimize conflict in the workplace. Research by Widyarini & Muafi (2021) found that work conflict has a negative and significant effect on work motivation and employee performance. These findings support previous findings (Iswari & Pradhanawati, 2018).

Besides being affected by work conflict, employee performance is also influenced by organizational culture (Schaubroeck et al., 2012; Wang et al., 2014). How organizational culture in an organization cannot be underestimated, because organizational culture plays a role in giving identity to an organization (Cheung et al., 2011). Cremer (1993) states that organizational culture is an unspoken code of communication among organizational members.

Lipovsek et al (2017) reported that 91% of executives view culture as something fundamental in their company, and 78% see culture as one of the top 3 factors that influence the value of their company. Thus, culture can act as "social control". This is because every individual cares about the people around him (O'Reilly, 1989). Furthermore, as mentioned by Cremer (1993) it is assumed that humans are honest and trustworthy, but they have a limited capacity to process, receive, and transmit information. It makes culture defined as the stock of knowledge shared by members in a particular organization.

Aycan et al., (1999) argue that organizational culture is ultimately a source of competitive advantage for organizations, because it influences people's commitment to the workplace, both individual and collective learning processes and ability development, and it arises from the assumptions, beliefs, norms that underlying, values and attitudes. In short, as stated by Pettigrew (1979) organizational culture explains how employees think and make decisions which ultimately affect performance. The study of organizational culture has significance when it correlates with performance to increase action (Alvesson, 1990).

Research by Saad & Abas (2018) shows a positive influence of organizational culture on performance. Research by Widarsih et al., (2018), and Sunya et al., (2017), revealed that organizational culture has a positive and significant effect on employee performance. On the other hand, research conducted by Fattah (2017) revealed that organizational culture has no effect on employee performance. This research by Bangun et al., (2018) revealed that organizational culture does not affect employee performance. Research by Fernandes et al (2018) found that organizational culture has a positive and significant effect on employee motivation. Similarly, the research by Copus et al (2019), Tannady & Sitorus (2017) also found that organizational culture has a positive and significant effect on employee motivation.

The variables of a work conflict and organizational culture are very important to be studied at the East Kolaka Regency Council Secretariat, especially work motivation and employee performance. This is because high morale and employee performance are influenced by work conflict variables and organizational culture. The existing phenomenon shows that there is often friction between employees in carrying out their duties due to differences in interests, especially in terms of official travel, almost all employees are scrambling to take part in official trips to accompany DPRD members, when one of the employees is not included on an official trip, then he will influence his co-workers both fellow employees and complain to DPRD members and form factions to strike on certain tasks.

On the other hand, conflicts of interest in the Secretariat of the Council will spur employee motivation to complete their tasks so that their performance can increase, this is because employees who are included in additional tasks are employees who have completed their main tasks so that the additional tasks do not hinder the implementation of tasks. employee principal. However, the Council Secretariat continues to control the conflict so that employees continue to carry out their duties properly. Thus, it is important to conduct studies related to the influence of workplace conflict and organizational culture on employee performance through remediation by work motivation.

## **LITERATURE REVIEW**

### **Work Conflict**

Conflicts within the company must be handled properly, because differences in status and because of different values or perceptions can result in absenteeism of employees who feel pressured. According to Veithzal (2014: 718) says that: "Conflict is a discrepancy between two or more members or groups (in an organization/company) who must share limited resources or activities and or because they have different statuses, goals, values or perceptions." Conflict can occur due to a lack of trust between workers and others. According to Robbins (2009: 173) defines that: "Conflict is a process that begins when one party has the perception that another party has negatively affected, or will negatively affect.

According to Hasibuan (2011) that conflict is an unhealthy competition based on ambition and an emotional attitude toward gaining victory. Conflict will lead to tension, confrontation, fights, and frustration if it cannot be resolved. Conflicts are unavoidable in organizations because they function through adjustments and compromises between competitive elements in their structure and membership. Conflict also arises when there is change, as it can be seen as a threat to be challenged or fought, or when there is frustration this can produce an aggressive reaction: fight rather than flee. Conflict is not to be regretted. It is the result of progress and change and can and should be used constructively. An agreement that is bland in all respects will be unnatural and debilitating. There should be clashes of ideas about tasks and projects, and differences of opinion should not be suppressed. They must be open because that is the only way to ensure that issues are explored and conflicts are resolved (Armstrong, 2020).

### **Organizational Culture**

According to Mangkunegara (2005: 113), organizational culture is a set of assumptions or a system of beliefs, values, and norms developed within the organization which is used as a guideline for the behavior of its members to overcome problems of external adaptation and internal integration. Robbins (2009) defines organizational culture as a system of shared understanding held by its members, which distinguishes the organization from other organizations. Sedarmayanti (2007: 75) states that organizational culture is a belief, attitude, and values that are generally owned, which arise in the organization, put forward more simply culture is the way we do things, here the pattern of values, norms of beliefs, attitudes, and assumptions may not be disclosed, but will shape the way people behave and do things.

### **Work Motivation**

Motivation according to Robbins (2009) is a process that causes individual intensity, to direct continuously to achieve goals. Luthans (2006: 270) states that technically, the term motivation comes from the

Latin word *movere* which means to move. In understanding motivation, some experts develop various theories with various approaches. One theory that is so well-known and at the same time controversial is the dual-factor theory of motivation developed by Herzberg, Mausner, and Snyderman. Herzberg et al.'s thinking depart from the importance of meeting the needs of employees. They stated that employee motivation can be well understood if the attitude of the employee first can be understood.

Some of the definitions of motivation given by experts include Nawawi (2001: 35) that the word motivation is based on motive which means encouragement, cause, or reason for someone to do something. Thus motivation means a condition that encourages or causes someone to carry out an act or activity that takes place consciously. Meanwhile, according to Sihotang (2007: 243) motivation comes from the word *motivatio* which means encouragement of inner power, while *motive* encourages to behave or try in Latin, *movere* which means encouragement or driving force that is only given to humans, especially to subordinates or followers.

Robbins (2006:198) states that motivation is the willingness to spend a high level of effort toward organizational goals. So motivation is an effort that exists in a person in fulfilling his needs to achieve organizational goals. Taylor in Stoner (2006: 136) states that the most efficient way to do repetitive work and motivate employees is with a wage intensification system, the more employees produce, the greater the wages. This model is too simplistic because it assumes that employee motivation is focused on one factor, namely money. Thus it can be concluded that the purpose of giving motivation encourages someone to be able to do work optimally under the goals that have been set.

### **Employee Performance**

In an organization, both private organizations (private sector) and government organizations (public sector), the performance or performance of employees is a very important aspect of the organization's efforts to achieve its goals. Organizational performance cannot be separated from the performance of employees in carrying out their duties and work. Thus, the progress or failure of an organization is largely determined by the role and quality of its employees. In general, performance is often interpreted as the ability to produce a result.

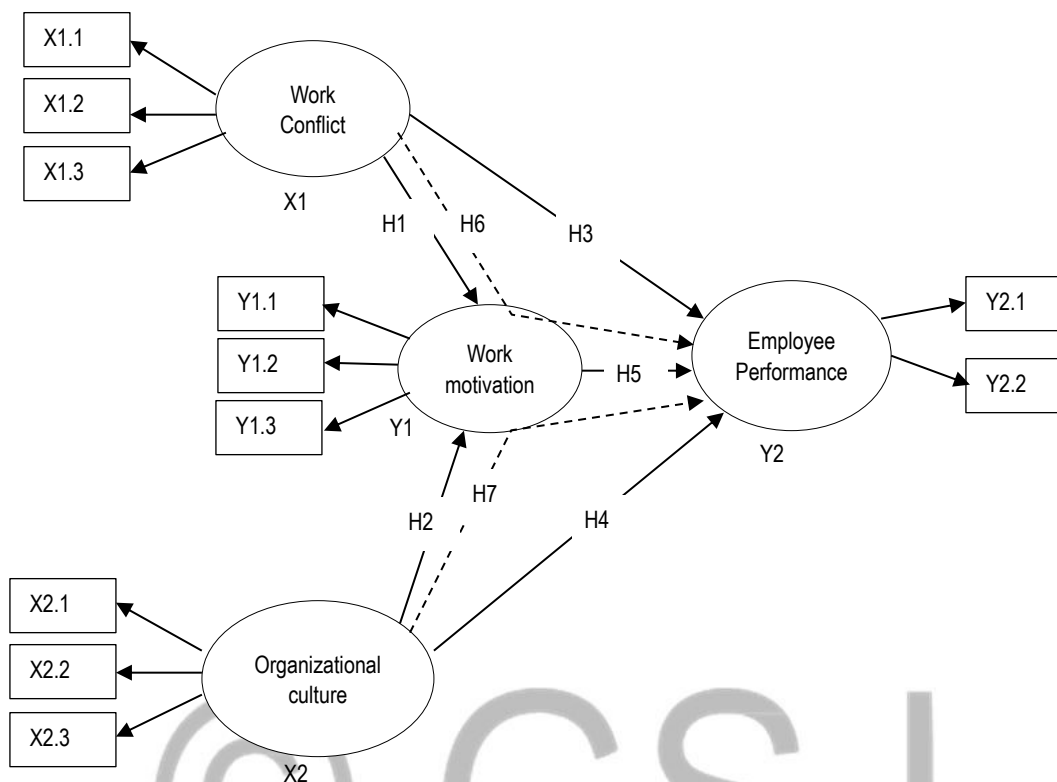
According to Robbin (2009) that "Performance is a measure of performance which includes effectiveness and efficiency. Effectively relates to achieving targets, while efficiency is the ratio between effective output and input needed to achieve goals. Rivai (2004:15-16) states: "Performance is the willingness of a person or group of people to carry out an activity and perfect it under their responsibilities with the expected results". "In essence, performance is an achievement achieved by someone in carrying out their duties or work under the standards and criteria set for the job.

Performance is the level of success in carrying out tasks and the ability to achieve the goals that have been set, Gibson et al (2010). The concept of performance refers to the level of achievement of employees or organizations against job requirements. Mathis & Jackson (2008) defines performance as achievement or achievement of work results achieved by employees based on predetermined standards and assessment measures.

### **Conceptual Framework**

The research conceptual framework can be presented through the following figure:

Figure 1. Research Conceptual Framework



### Hypothesis

The hypothesis in this study is as follows:

1. Hypothesis 1: Work conflict has a negative and significant effect on employee motivation.
2. Hypothesis 2: Organizational culture has a positive and significant effect on employee motivation
3. Hypothesis 3: Work conflict has a negative and significant effect on employee performance.
4. Hypothesis 4: Organizational culture has a positive and significant effect on employee performance.
5. Hypothesis 5: Work motivation has a positive and significant effect on employee performance.
6. Hypothesis 6: Work motivation has a negative and significant effect in mediating the effect of work conflict on employee performance.
7. Hypothesis 7: Work motivation has a positive and significant effect in mediating the influence of organizational culture on employee performance.

### RESEARCH METHODS

#### Research design

This research uses a quantitative approach. A quantitative approach is a research approach that primarily uses a postpositivist paradigm in developing knowledge (such as thinking about cause and effect, reduction to variables, hypotheses, specific questions, using measurement and observation, and testing theories) using research strategies such as experiments and surveys that require data. statistics (Emzir, 2008: 28). This study uses a quantitative approach because the research instrument uses a questionnaire, and the responses of respondents will be grouped into score categories using the Likert scale range.

### **Population and Research Sample**

The population in this study were all employees of the Secretariat of the Regional People's Representative Council of East Kolaka Regency, totaling 61 people. The size of determining the sample using a census or saturation technique means that all of the population is used as a sample, thus the number of research samples is 61 respondents.

### **Data Collection Tools**

Data collection techniques used in this study are as follows:

1. Questionnaire  
Collecting data using a list of questions in the form of questionnaires distributed to respondents with the problems discussed in this study. The questionnaire used is a choice type, in which respondents are given alternative answers to choose one of the five answers provided.
2. Interview  
Interviews were conducted with the Head of the Section, Head of the Scope of the Council Secretariat (Sekwan) DPRD East Kolaka Regency to obtain in-depth information about various matters related to research variables.

### **Instrument Testing**

#### **Test Instrument Validity**

Testi validity is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions and questionnaire can reveal something that will be measured by the questionnaire, Ghozali (2006:86). The validity test was measured by calculating the correlation between the scores of each item and the total score using the product moment correlation technique (intercorrelation method), Solimun (2010:10). According to Masrun (1979) in Solimun (2010:10) when the correlation coefficient is positive and  $> 0.3$ , the indicator concerned is considered valid.

#### **Reliability Test**

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon (Ancok: 1993:22). The implication is that the results of a measurement can be trusted if several times carrying out measurements on the same group of subjects, relatively the same results are obtained, as long as the aspects of the subject being measured have not changed. To test the rally rateThe instrument capability in this study was carried out through an internal consistency test using the Cronbach alpha coefficient. It was said to be good if it had a coefficient between 0.60 and 1.00.

### **Data analysis method**

#### **Inferential Statistics**

Inferential statistics is a data analysis technique used to determine the degree of similarity between the results obtained from a sample. The type of inferential statistic used in this study is the t-test which is used to determine whether group scores have a significant difference in the level of choice probability. To find out the value of the research statistical t-test, the research data was analyzed using SmartPLS software version 3.0. Run on a computer.

## **RESEARCH RESULT**

### **Evaluation of the Measurement Model (Outer Model)**

In this study, there are four latent variables with 29 indicators. Evaluation of the latent variable measurement model is based on substantive content, namely by comparing the size of the relative loadings and looking at the significance of the size of the loadings (Chin in Solimun, 2008, 2010; Ghozali, 2008). Evaluation of the measurement model for each latent variable can be explained as follows:

### Work Conflict Variable

The dimensions of work conflict in this study consist of a) hierarchical conflict, b) functional conflict, and c) line-staff conflict. The loading factor values for each leadership style indicator can be seen in Table 1 below:

**Table 1. Evaluation of the Work Conflict Variable Model**

Indicator	Outer loadings	T-Statistics	P-values
Hierarchical	0.708	5,087	0.000
functional	0.903	19,057	0.000
Line-Staff Conflict	0.900	28,571	0.000

Source: data processing with PLS, 2022.

Based on Table 1 it appears that the three indicators reflecting the work conflict variable are stated to be significant because the t-count is greater than the t-table (1.98) and the sig value is less than 0.05. Based on the outer loadings values, t-statistical values, and significance values, it is known that the three indicators are very dominant in forming work conflict variables.

### Organizational Culture Variables

Indicators of organizational culture variables consist of bureaucratic culture, innovative culture, and supportive culture. The factor loading values for each organizational culture indicator can be seen in Table 2 below:

**Table 2. Evaluation of the Organizational Culture Variable Model**

Indicator	Outer loadings	T-Statistics	Sig (p<0.05)
Bureaucracy	0.932	26,602	0.000
Innovative	0.860	21,143	0.000
supportive	0.954	111,888	0.000

Source: data processing with PLS, 2022

Based on Table 2 it appears that the three indicators that reflect organizational culture variables, namely: bureaucratic culture, innovative culture, and supportive culture are statistically significant because the t-count value is greater than the t-table (1.98) and a significance value of 0.000 or smaller than 0.05. Based on the value of the outer loadings it is known that the three indicators show a positive value in forming organizational culture variables.

### Work Motivation Variables

Indicators of work motivation variables consist of achievement, power, and affiliation. The factor loading values for each work motivation indicator can be presented in Table 3 below:

**Table 3. Evaluation of the Work Motivation Variable Model**

Indicator	Outer loadings	T-Statistics	P-values
Achievement	0.947	43,041	0.000
in power	0.791	11,921	0.000
Affiliated	0.919	52,736	0.000

Source: data processing with PLS, 2022.

Based on Table 3 it appears that of the three indicators that reflect the variables of work motivation, namely achievement, power, and affiliation. These three indicators are statistically significant because the t-

count value is greater than the t-table (1.98) and the significance value is less than 0.05. Based on the outer loadings values, it is known that the three indicators are very dominant in forming work motivation variables.

**Employee Performance Variables**

Indicators of employee performance variables consist of employee work goals and work behavior. The loading factor values for each employee performance indicator can be presented in Table 4 below:

**Table 4 Model Evaluation of Employee Performance Variables**

Indicator	Outer loadings	T-Statistics	p-values
Employee work goals	0.925	41,424	0.000
work behavior	0.929	50,723	0.000

Source: data processing with PLS, 2022

Based on Table 4 it appears that the two indicators reflecting employee performance variables are statistically significant because the t-count value is greater than the t-table (1.98) and the significance value is less than 0.05. Based on the outer loadings values, it is known that these two indicators are very dominant in forming employee performance variables.

**Q-Square value**

Testing of the Structural model was carried out by looking at the predictive relevance (R2) value of R-Square which is a goodness fit model test. The R square value can be presented in the table below:

**Table 5. R Square**

Variable	R-Square
Work Conflict	
Organizational culture	
Work motivation	0.440
Employee Performance	0.639
Q-Square	0.797

Source: Results of data processing via PLS, 2022.

The model of the influence of workplace conflict and organizational culture on work motivation gives an R-square value of 0.440. The model of the influence of work conflict, organizational culture and work motivation on employee performance has an R-Square value of 0.639. While the role of work motivation in mediating the influence of work conflict and organizational culture on employee performance with a Q-square value of 0.797 which can be interpreted that the variability of employee performance constructs can be explained by work conflict, organizational culture, and work motivation as a mediating variable of 79.7% while the remaining 10.3% is explained by other variables outside the model.

**Path Coefficient**

In the previous discussion it was stated that to be able to answer the problems and hypotheses proposed in this study, namely the effect of exogenous variables on endogenous variables, a path analysis was carried out. A summary of the results of path analysis calculations in this study can be presented in the table below:



**Table 6. Results of Direct Influence Path Analysis**

Research variable			Path coefficient	T-Statistics (critical t: 1.98)	P-Value	Information
work conflict	→	Employee Performance	-0.201	2,520	0.012	Significant
Organizational culture	→	Employee Performance	0.422	3,690	0.000	Significant
Work motivation	→	Employee Performance	0.545	5,308	0.000	Significant
Work Conflict	→	Work motivation	0.242	2,462	0.014	Significant
Organizational culture	→	Work motivation	0.532	5,543	0.000	Significant
Q-Square	=	0.908	Sample: 61 respondents			

Source: Results of data processing via smartPLS ver 3.0, 2022

Based on the results of the path analysis in Table 6. the path equation is obtained as follows:

$$Y = -0.201 + 0.422 + 0.545 + e$$

$$Z = 0.242 + 0.532 + e$$

From the equation above it can be interpreted that:

1. If work conflict increases, it can improve employee performance.
2. If the organizational culture increases, the performance of employees also increases.
3. If work motivation increases, employee performance will also increase.
4. If work conflict increases, work motivation also increases.
5. If organizational culture increases, work motivation also increases.

Meanwhile, the indirect effect of work conflict on employee performance is mediated by work motivation and organizational culture on employee performance mediated by work motivation, which can be presented in the following table:

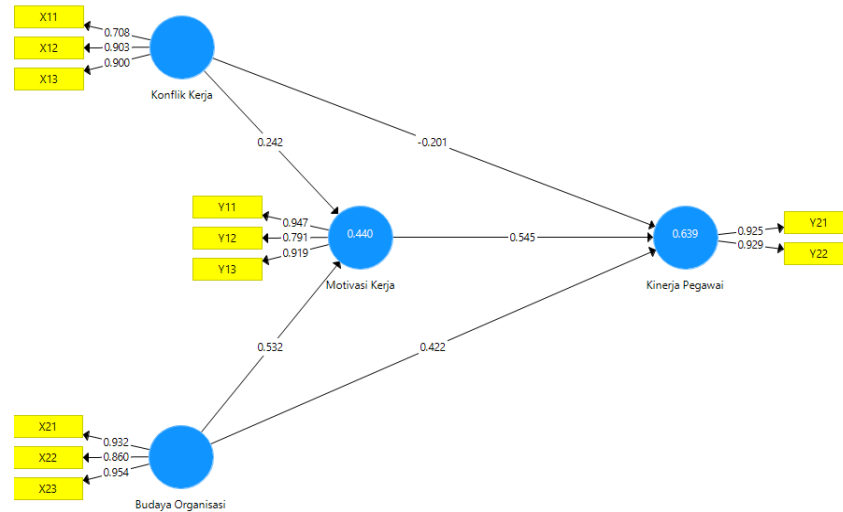
**Table 7. Indirect Influence Path Analysis Results**

Exoent Variables	Intervening Variables	Endogenous Variables	Path Coefficient	Sig (p,0,05)	Information
Work Conflict (X1)	Work motivation	Employee Performance	0.132	0.027	Significant
Organizational Culture (X2)	Work motivation	Employee Performance	0.290	0.001	Significant

Source: Results of data processing via smartPLS ver 2.0, 2022.

The results of Path Analysis can be visually seen in the image below:

**Figure 2. Empirical Model of Research Results**



## DISCUSSION

### Effect of Work Motivation on Employee Performance

Based on the results of the analysis of the effect of work motivation on employee performance, it found a positive and significant effect, so the research hypothesis which states that work motivation has a positive and significant effect on employee performance is sufficient evidence to be accepted. These findings indicate that the variable of work motivation can explain the increase in employee performance motivation.

The results showed that employees of the East Kolaka DPRD Secretariat had encouragement to carry out activities in each work unit that generate enthusiasm and enthusiasm for work that leads to the achievement of the targets assigned to them. Some of the motives that emerged from the Sekwan employees were employees are motivated to work because they want to establish good relationships among fellow employees.

The results of the study also show that employees are still trying to have good achievements, but the achievements they achieve must be balanced with an increase in their knowledge so that the achievements achieved are part of the impact of the knowledge they have. Besides that, employees also have the urge to have a position because with the position held, one of the points on performance appraisal increases, another thing is that employees often carry out internal discussions to equalize perceptions both about knowledge and the latest information so that they always share information about knowledge, the employee's knowledge increases.

The research results also show that employees work more effectively together with other employees in a more cooperative atmosphere by always establishing partnerships with other employees both among scientific fields and with other scientific fields to create a more harmonious atmosphere to support a more conducive achievement work environment and can have a positive impact for the organization.

The results of this study support the opinion of Steers (1985) one of the factors that influence performance is the level of worker motivation. The results of this study also support the opinion of Gibson (2008) that human resource performance is a function of motivation. Thus the expected motivation of employees is a function of motivation that can affect employee performance. The results of this study also support the opinion of Handoko (2001) that one of the factors that influence employee performance is motivation.

The results of this study support the opinion of Manullang (2005: 166) that work motivation is nothing but something that creates encouragement or moral. The results of this study also support the opinion of Mangkunegara (2011) that motivation is an impulse that arises in a person who moves them to do something.

Employees who have high work motivation will always work hard to overcome all kinds of problems faced in the hope of achieving better results.

### **Effect of Work Conflict on Work Motivation**

Based on the results of the analysis of the effect of work conflict on work motivation, it found a positive and significant effect, so the research hypothesis which states that work conflict has a positive and significant effect on work motivation is sufficient evidence to be accepted. These findings indicate that the work conflict variable can explain the increase in work motivation.

The positive and significant influence of work conflict on work motivation implies that there is an unhealthy competition based on ambition and emotional attitude to win employees will give encouragement that moves employees to carry out activities that generate enthusiasm and enthusiasm for work that leads to achieving certain goals at the Secretariat of DPRD East Kolaka Regency.

The results of the study show that with work conflict, employees are willing to take risks to increase their knowledge, employees tend to do a better job than before, and employees want to achieve higher performance. This shows that employees have the motivation to excel through the completion of work that is better than before so that employees improve their performance. The results of the study also show that work conflict also encourages employees to have the motivation to increase their knowledge.

The results of this study are supported by research by Agustina & Febrian (2020) that work conflict has a positive and significant effect on employee performance. Conflict is an effort to increase one's motivation in work performance and organizational productivity. The results showed that the East Kolaka Regency DPRD secretariat was able to manage employees by applying the right conflict model according to organizational needs which could increase one's work motivation towards a job. This supports the opinion of Barker et al (1988) that conflict is responded to with an approach where each party tries hard to win the battle, and when employees overcome their inappropriate activities and then try to resolve their conflict (Tjosvold, 1985).

### **Effect of Work Conflict on Employee Performance**

Based on the results of the analysis of the effect of work conflict on employee performance, it found a negative and significant effect, so the research hypothesis which states that work conflict has a negative and significant effect on employee performance is not yet evidence to be accepted. These findings indicate that the work conflict variable can explain the increase in employee performance.

The negative and significant influence of work conflict on employee performance implies that there is an unfair competition based on ambition and emotional attitudes to win employees, this will reduce employee performance. Empirical results found that work conflict often occurs in research objects such as functional conflict, hierarchical conflict, and staff line conflict.

The research results also show that there is tension in the placement of employees. This shows that some employees are dissatisfied with their placement, but this is understandable for employees. Hierarchical conflicts that often arise are conflicts between officials, this shows that conflicts between officials, both between elements of leadership, often occur so that they can trigger conflicts between employees. Besides that, there are also convoluted levels of organizational structure at the Sekwan DPRD, this means that employees do not focus on carrying out their duties, thereby reducing employee performance.

The research results are supported by the research findings of Ferine et al (2021) that work conflict harms employee performance. Likewise, with the research findings of Ayoko et al (2003) that conflict has a high correlation with bullying behavior in organizations, strong personality, and aggressive behavior (de Vliert, 1998). If this is not managed properly, it will result in high turnover within the organization. Various studies examining the effects of conflict in various fields of work have proven this effect (Blomme et al., 2010; de Clercq et al., 2009; Sharma and Nambudiri, 2015). Conflict can be interpreted as disagreement over interests or ideas within an organization. Individual conflict usually occurs when someone has uncertainty about what task to do, which is caused by the lack of clarity of the supervisor (Henry, 2009).

### **The Influence of Organizational Culture on Employee Performance**

Based on the results of the analysis of the influence of organizational culture on employee performance, found a positive and significant effect, so the research hypothesis stating that organizational culture has a positive and significant effect on employee performance is sufficient evidence to be accepted. These findings indicate that organizational culture variables can explain the increase in employee performance.

The results of the study show that by implementing organizational culture, both bureaucratic culture, innovation culture, and supportive culture, employees can complete the minimum amount of work is the same as the target work output, the quality of the work is at least the same as the quality of the specified work, the time required to complete the work is at least the same as the planned target time, the total cost incurred in my activities is at least the same as the total targeted cost.

The results of the research study show that by implementing organizational culture, employees carry out activities efficiently so that activities can run smoothly. Thus, the number of employees' work can be carried out on time and employees are still trying to carry it out to have good performance.

The results of the study support the opinion of Aycan et al., (1999) that organizational culture is ultimately a source of competitive advantage for organizations, because it influences people's commitment at work, both individual and collective learning processes and ability development, and it emerges from assumptions, beliefs, the underlying norms, values, and attitudes. Likewise, Pettigrew (1979) that organizational culture explains how employees think and make decisions that ultimately affect performance.

The research results also support the research findings of Saad & Abas (2018) showing a positive influence between organizational culture on performance. Research by Widarsih et al., (2018), Sunya et al., (2017), Valentina et al., (2017), and Isa et al., (2016) revealed that organizational culture has a positive and significant effect on employee performance.

### **The Influence of Organizational Culture on Work Motivation**

Based on the results of the analysis of the influence of organizational culture on work motivation, it found a positive and significant effect, so the research hypothesis which states that organizational culture has a positive and significant effect on work motivation is sufficient evidence to be accepted. These findings indicate that organizational culture variables can explain the increase in employee motivation.

The results of the study show that the East Kolaka DPRD Secretariat also applies a culture of innovation in the form of employees having easy access to policymakers, superiors using positive feedback with employees in their work units, and leadership elements continuing to improve communication with employees. This shows that there is two-way communication between leaders and subordinates in terms of carrying out tasks so that there is no overlap in work and can evaluate the implementation of activities so that employees are motivated to carry out their tasks in an achievement-oriented manner and establish relationships with other employees.

The results of this study are supported by the research findings of Fernandes & Murpa (2018) who found that organizational culture has a positive and significant effect on employee motivation. Similarly, the research by Copus et al (2019), Tannady & Sitorus (2017) also found that organizational culture has a positive and significant effect on employee motivation.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

This study aims to examine the effect of work conflict and organizational culture on work motivation and employee performance. Based on the results of the analysis and discussion, several conclusions were put forward, including:

1. Work conflict has a positive and significant effect on work motivation. This shows that there is an unhealthy competition based on ambition and an emotional attitude to win employees, hal this will motivate employees to carry out activities that generate enthusiasm and enthusiasm for work.
2. Organizational culture has a positive and significant effect on employee motivation. This shows that the existence of beliefs, attitudes, and values applied by organizations such as bureaucratic culture, innovation culture, and supportive culture can encourage employee morale and enthusiasm to excel, have power, and be affiliated.
3. Work conflict has a negative and significant effect on employee performance. This shows that there is

an unhealthy competition based on ambition and emotional attitudes to win employees, so this will reduce employee performance.

4. Organizational culture has a positive and significant effect on employee performance. This shows that there is a culture inherent in the organization such as a bureaucratic culture, a culture of innovation, and a supportive culture, so there are clear attitudes and values that are adhered to by an organization so that it can encourage increased employee performance.
5. Work motivation has a positive and significant effect on employee performance. This shows that the existence of passion and enthusiasm in working to gain achievement, power, and affiliation with fellow employees encourages employees to carry out their duties properly so that their performance increases.
6. Work conflict has a positive and significant effect on employee performance when mediated by work motivation. This shows that work conflict triggers employee morale and enthusiasm, then the existence of work motivation makes employees carry out their duties properly so that their performance increases.
7. Organizational culture has a positive and significant effect on employee performance mediated by work motivation. This shows that with organizational culture such as bureaucratic, innovative, and supportive culture, employees can carry out their duties properly so that their performance increases.

### Suggestion

Based on the results of the analysis, several suggestions can be put forward, including:

1. The DPRD secretariat needs to control employees who are involved in conflicts of interest when drafting programs by DPRD members so that employees remain loyal to the institution.
2. The East Kolaka Regency DPRD Secretariat needs to provide broad access to employees to coordinate and consult with their superiors regarding their duties, principles, and functions.
3. DPRD Secretariat employees need to increase their academic knowledge through participation at a higher level of education to be able to adapt to changes in regulations and public demands so that their work motivation and performance increase.

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