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# The Influence of Organizational Culture on Employee Performance at the Gorontalo City Transportation Office

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Article Information	Abstract
<p><b>Article history:</b>            Accepted 15-12-2025            Fixed 20-12-2025            Approved 25-12-2025</p> <p><b>Keywords:</b> <i>Organizational Culture; Employee Performance</i></p>	<p><b>Abstract:</b> This study aims to find out how Organizational Culture Affects Employee Performance at the Gorontalo City Transportation Office. Data collection is carried out by Observation, Documentation, and Questionnaire which is distributed to employees working at the Gorontalo City Transportation Office. Data analysis was carried out using a quantitative method, namely to test the influence of independent variables and bound variables. The data analysis technique uses simple linear regression analysis. The results of this study show that based on the results of a simple regression test, there is an influence between variable X (Organizational Culture) and variable Y (Employee Performance). The coefficient has a significant positive value, which means that the organizational culture variable has an effect on the employee performance variable, which is 0.283. The constant value is 63,801, if there is no organizational culture value, then the employee performance value is 63,801. For every one percent increase in organizational culture, the employee performance value increases by 0.283. The coefficient has a positive value that if the organizational culture increases, the employee performance increases, and from the results of the determination coefficient test shows that the influence of organizational culture variables is 41.8%. This is evidenced by the determination coefficient test, which is with an R value of 0.418, meaning that the overall organizational culture variable has an influence of 41.8% on the employee performance variable. While the remaining 58.2% was influenced by other variables that were not studied in this study. Therefore, for the next researcher to be able to add other independent variables that are not included in this study.</p>

## Introduction

Human resources are an important spotlight for each agency. Because the main role in every organizational activity comes from existing human resources. Human resource empowerment is not only carried out by organizations, but also by government agencies as public service institutions must also have a workforce that is able to carry out tasks in accordance with the standards that have been set. What's more, government agencies that provide public services are sometimes the only organizations that can be used by the community to meet their needs for something, so maximum performance must be realized.

Employee performance is the result of the thoughts and energy of an employee towards the work he does, which can be seen, counted, and tangible, but also includes many other things and the results of thoughts

Energy can not only be seen and calculated, such as providing ideas to solve a problem, providing new innovations in a service or product of goods, but can also find inventions for faster and more efficient work procedures (Sofiati, 2021).

The birth of Law No. 32 of 2004, concerning Regional Governments, has provided a direction for changes in the administration and staffing of Civil Servants (PNS), which has direct implications for the readiness of human resource development, and the availability of other resources. These changes have an impact on changes in organizational culture that inevitably have to face and adjustments that must be made to these changes.

**Table 1. Performance Results of Gorontalo City Transportation Agency Employees in 2021-2023**

Yes	Era	SKP Score	Service Orientation	Integrity	Commitment	Discipline	Collaborate	Work Initiatives	Kepemim São Paulo	Average
1	2021	86,10	84,55	83,30	82,20	83,70	82,60	83,50	86,45	84,05
2	2022	86,70	84,60	82,40	82,25	83,80	82,60	84,60	86,25	84,15
3	2023	99,69	91,96	84,60	88,90	89,40	89,92	89,94	88,58	90,37

*Source: Gorontalo City Transportation Agency*

Based on table 1 above, data on the performance achievements of the Gorontalo City Transportation Agency in 2021-2023, the average performance of employees has not met the target that should have been targeted, which is to reach a score of 100. In 2021 employee performance achievements have a value of 84.05 and in 2022 employee performance achievements have a value of 84.15, then in 2023 employee performance achievements have a value of 90.37. The results of the initial observation also show that there are some employees who are still not responsible for the tasks given, there are some employees who still lack discipline, employee performance has not been maximized according to what is expected, and there is a lack of cooperation in the team to achieve good work. This condition indicates the need for further research on the influence of organizational culture on employee performance at the Gorontalo City Transportation Office.

## Methods

This research was carried out at the Gorontalo City Transportation Office. This study uses a quantitative approach. Quantitative research methods can be interpreted as methods used to research a specific population or sample, data collection using research instruments, and statistical data analysis, to test the hypothesis that has been determined. The population in this case is all employees at the Gorontalo City Transportation Office, which totals 103 people. The number of samples in this study is determined based on the Slovin approach with the following formula:

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

Information:

n = Number of Samples

n = Total Population

e = Error Tolerance Limit

Based on the Slovin formula above, the error tolerance set is 5%, with the total population in this study being 103 employees, so the number of samples can be calculated as follows:

$$\begin{aligned}
 n &= \frac{103}{1 + 103 \cdot (0,1^2)} \\
 n &= \frac{103}{1 + (103 \cdot 0,01)} \\
 n &= \frac{103}{1 + 1,03} \\
 &= \frac{103}{2,03} \\
 &= 50,7 \text{ rounded} = 51 \text{ Respondents}
 \end{aligned}$$

Based on this opinion, the researcher took 51 respondents to be used as samples in this study.

Data collection techniques are carried out in three ways, namely: (1) Observation, is a data collection technique that is carried out by the way the author observes a certain object or subject. In conducting observations, the researcher must choose which things need to be observed and are obliged to record things related to the research; (2) Questionnaire (questionnaire), which is a primary data collection technique in the form of a list of questions or statements on the subject matter by referring to research variables. The questionnaire in this study consisted of question granules used to collect data related to the variables of Organizational Culture and Employee Performance; (3) Documentation, is a data collection technique by taking supporting documents in this research, be it written, drawings, and so on.

## Results and Discussion

### 1. Demographic Analysis of Respondents

The descriptive analysis in this study is an explanation and description obtained from primary data obtained from 51 respondents in filling out the questionnaire. The data obtained showed the characteristics of the respondents including gender, age, and last education shown in the following table:

**Table 1 Respondents by Gender**

		Jenis Kelamin			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-laki	29	56.9	56.9	56.9
	Perempuan	22	43.1	43.1	100.0
	Total	51	100.0	100.0	

*Source: SPSS 2025 Processed Data*

Based on table 1 above, it can be seen that the majority of respondents are male with a percentage of 56.9% or 29 employees. Then for female respondents, there are 22 employees with a percentage of 43.1%.

Table 2 Distribution of Respondents by Age

		Usia			
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	26	3	5.9	5.9	6.9
	26	1	2.0	2.0	7.8
	27	2	3.9	3.9	11.8
	28	3	5.9	5.9	17.6
	29	5	9.8	9.8	27.5
	30	2	3.9	3.9	31.4
	31	3	5.9	5.9	37.3
	32	4	7.8	7.8	45.1
	33	1	2.0	2.0	47.1
	34	1	2.0	2.0	49.0
	35	4	7.8	7.8	56.9
	36	1	2.0	2.0	58.8
	37	1	2.0	2.0	60.8
	38	4	7.8	7.8	68.6
	39	1	2.0	2.0	70.6
	40	3	5.9	5.9	76.5
	41	2	3.9	3.9	80.4
	42	1	2.0	2.0	82.4
	43	2	3.9	3.9	86.3
	45	2	3.9	3.9	90.2
	48	2	3.9	3.9	94.1
	50	1	2.0	2.0	96.1
	52	1	2.0	2.0	98.0
	55	1	2.0	2.0	100.0
Total	51	100.0	100.0		

Source: SPSS 2025 Processed Data

Based on Table 2 above, it can be seen that the number of respondents who dominate or the respondents with the largest frequency of age, namely at the age of 31-40 years, is 23 employees or 45% of the total respondents. Meanwhile, the smallest group of respondents were respondents aged 51-60 years, which was 2 employees or 4%.

Table 3 Respondents by Education

		Tingkat Pendidikan			
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	S2	2	3.9	3.9	3.9
	S1	25	49.0	49.0	52.9
	DIV	3	5.9	5.9	58.8
	DIII	7	13.7	13.7	72.5
	DII	1	2.0	2.0	74.5
	DI	1	2.0	2.0	76.5
	SMA	12	23.5	23.5	100.0
Total	51	100.0	100.0		

Source: SPSS 2025 Processed Data

Based on table 3 above, it can be seen that most of the respondents with a S2 educational background are 3.9% or 2 employees, S1 is 49% or 25 employees, DIV is 5.9% or 3 employees, DIII is 13.7% or 7 employees, D II is 2% or 1 employee, D I is 2% or 1 employee, and high school is 23.5% or 12 employees. From the data obtained, the most dominant is with the majority of respondents with a S1 educational background of 49%. Then the respondents with the smallest frequency, namely with the level of education D II and D I as many as 1 employee or 2%.

## 2. Research Hypothesis Testing

### a. Validity Test Results

The basis for decision-making for validity tests refers to two things, namely:

- If  $r_{hitung}$  the value  $> r_{tabel}$ , then the questionnaire item is declared valid
- If  $r_{hitung}$  the value is  $< r_{tabel}$ , then the questionnaire item is declared invalid.

Thus, all statements have a  $>$  value of 0.232 so that they are said to meet the validity test and can be used for research data collection/analysis. Then reliability was found that all  $r_{hitung} r_{tabel}$  of Cronbach's alpha values of 0.923 were greater than 0.60.

Table 4 Results of the Validity Test of Organizational Culture Variables

<b>No</b>	<b><math>r_{hitung}</math></b>	<b><math>r_{tabel}</math></b>	<b>Keterangan</b>
1	0.635	0,232	$r_{hitung} > r_{tabel}$
2	0.684		
3	0.674		
4	0.563		
5	0.688		
6	0.659		
7	0.494		
8	0.609		
9	0.427		
10	0.496		
11	0.784		
12	0.685		
13	0.595		
14	0.525		
15	0.566		
16	0.762		
17	0.719		
18	0.851		
19	0.791		
20	0.663		

Source: SPSS 2025 Processed Data

From table 4 above, it can be seen from the 20 statements used to measure organizational culture variables that all statements are declared valid, where a value  $r_{hitung} > r_{tabel}$  (0.232) is obtained, so that it is said to meet the validity test.

Table 5 Results of Validity Test of Employee Performance Variables

<b>No</b>	<b><math>r_{hitung}</math></b>	<b><math>r_{tabel}</math></b>	<b>Keterangan</b>
1	0.560	0,232	$r_{hitung} > r_{tabel}$
2	0.617		
3	0.573		
4	0.422		
5	0.482		
6	0.427		
7	0.560		
8	0.234		
9	0.465		
10	0.474		
11	0.609		
12	0.487		
13	0.599		
14	0.514		
15	0.635		
16	0.541		
17	0.661		
18	0.609		
19	0.559		
20	0.606		

Source: SPSS 2025 Processed Data

From table 5 above, it can be seen from the 20 statements used to measure employee performance variables that all statements are declared valid, where a value  $r_{hitung} > r_{tabel}$  (0.232) is obtained, so it is said to meet the validity test.

Based on the results of the validity test of the questionnaire statements for the Independent variable (Organizational Culture) and the Dependent variable (Employee Performance), it can be seen that all questionnaire statements are valid, because the value of each statement item based on the value has a positive correlation coefficient value and is greater than 0.232).  $r_{hitung} (r_{tabel}$

### b. Reliability Test Results

The decision-making criteria for the reliability test is to look at the *Cronbach Alpha* ( $\alpha$ ) value for each variable. There are provisions to determine whether the instrument is reliable or not, namely:

- If the value of the reliability coefficient is *Cronbach alpha*  $> 0.60$ , then the variable instrument is declared reliable.
- If the value of the reliability coefficient, which is *Cronbach alpha*  $< 0.60$ , then the variable instrument is declared unreliable.

Table 6 Results of the Organizational Cultural Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.923	20

Source: SPSS 2025 Processed Data

Based on table 6 above, the results of the reliability test of organizational culture variables obtained a *cronbach alpha* value of 0.923. This shows that the variable has been reliable, because it has a *cronbach alpha* value of 0.923 greater than 0.60.

Table 7 Results of Employee Performance Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.861	20

Source: SPSS 2025 Processed Data

Based on Table 7 above, the results of the reliability test of employee performance variables obtained a *cronbach alpha* value of 0.861. This shows that the variable is reliable, because it has an *alpha Cronbach* value of 0.861, greater than 0.60.

### c. Normality Test Results

The data normality test aims to find out how much data is normally distributed in this study variable. The regression model is said to be good if it is distributed normally. Testing the normality of the data from the results of the research obtained whether it is normally distributed or abnormal. Normality testing uses statistical testing of the *Lilliefors test* with the equation: Normality testing criteria, i.e. if the *Lilliefors value* is  $> 0.05$ , then it is distributed normally.

Table 8 Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
		X Organizational Culture	Y Employee Performance
N		51	51
Normal Parameters	Mean	85.96	88.14
	Std. Deviation	8.940	6.050
Most Extreme Differences	Absolute	.159	.161
	Positive	.072	.161
	Negative	-.159	-.107
Kolmogorov-Smirnov Z		<b>1.134</b>	<b>1.151</b>
Asymp. Sig. (2-tailed)		.152	.141
a. Test distribution is Normal.			

Source: SPSS 2025 Processed Data

Based on Table 8 above, the results of the normality test can be seen that the results of the significance value in the Liliefors test are in the *Kolmogorov-Smirnov column* with a value greater than 0.05, so it is stated that the data is distributed as Normal.

#### d. Simple Regression Analysis

Simple regression analysis is used to see the influence of independent (free) variables on dependent (bound) variables. Simple regression analysis serves to find out the influence of the relationship between organizational culture variables and employee performance variables. It is called simple regression if there is only one independent variable that affects the dependent variable.

Table 9 Results of Simple Regression Analysis

Coefficient					
		Unstandardized Coefficients		Standardized Coefficients	
Type		B	Std. Error	Beta	t
1	(Constant)	63.801	7.588		8.408
	X Organizational Culture	.283	.088	.418	3.224
a. Dependent Variables: Y Employee Performance					

Source: SPSS 2025 Processed Data

Based on table 9 above, the results of the regression test are obtained as follows:

$$Y = \alpha + \beta X$$

Employee Performance = 63.801 + 0.283 (Organizational Culture)

The regression equation can be interpreted as follows:

Where:

Y: dependent variable

X: independent variable

$\alpha$ : constant

$\beta$ : regression coefficient

In the linear equation above, it can be explained that:

$\alpha$ : The constant value is 63,801, which means that if the independent variable (Organizational Culture) is zero, then the Employee Performance value is 63,801.

$\beta$ : The value of the Organizational Culture coefficient (X) is 0.283, which means that if the Organizational Culture variable increases by 1 unit, then the Employee Performance will increase by 0.283 assuming the other variables are constant.

#### e. T Test Results (Partial)

Partial hypothesis testing (t-test) is used to see how far independent variables (X) partially or individually affect bound variables (Y).

(Garaika & Darmanah, 2019) Hypothesis testing for t-test was carried out with the aim of seeing the partial influence of independent variables (Organizational Culture) on dependent variables (Employee Performance). This can be done by comparing values and with the following criteria:  $t_{hitung} t_{tabel}$

$H_0$  : accepted (: rejected) if  $<$  with a confidence level of 90% or  $\alpha$  equal to 10% (0.1).

$H_1$   $t_{hitung} t_{tabel}$

$H_0$  : rejected ( : accepted) if  $>$   $t_{hitung}$  dengan 90% confidence level or  $\alpha$  equal to 10%

(0.1).  $H_1$   $t_{hitung} t_{tabel}$

$H_0$  : that is, there is no influence of the independent variable (X) on the bound variable (Y).

$H_1$  : that is, there is an influence of the independent variable (X) on the bound variable (Y).

The t-test is calculated by comparing values and by using a confidence level of 90% or  $\alpha$  equal to 10% (0.1). This is in line with the margin of error in sampling of 10%. It is known that the value to be used is 1.675.  $t_{hitung} t_{tabel}$

Table 10 T Test Results

		Coefficient			
		Unstandardized Coefficients		Standardized Coefficients	
Type		B	Std. Error	Beta	t
1	(Constant)	63.801	7.588		8.408
	X Organizational Culture	.283	.088	.418	3.224

a. Dependent Variables: Y Employee Performance

Source: SPSS 2025 Processed Data

Based on table 10 above, a value of 3,224  $>$  (1,675) was obtained, with a significance value (Sig) of 0.002  $<$  0.1 indicating that the organizational culture variable (X) had a significant effect on the employee performance variable (Y). This shows that it is rejected and accepted, which means that there is a real (significant) influence between the variables of Organizational Culture on Employee Performance.  $t_{hitung} t_{tabel} H_0 H_1$

#### f. Determination Coefficient Test Results (R<sup>2</sup>)

The determination coefficient test is used for the measurement of an influential variable, which means that by looking at the amount of the determination value so that it can be known how much influence the X variable is on the Y variable.



Table 11 Determination Coefficient Test Results

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418 <sup>a</sup>	.175	.158	5.551
a. Predictors: (Constant), Budaya Organisasi				
b. Dependent Variable: Kinerja Pegawai				

Source: SPSS 2025 Processed Data

Based on Table 11 above, the value of the determination coefficient (R) is 0.418. It can be concluded that the Organizational Culture variable can explain 41.8% of the variables that affect Employee Performance, while the remaining 58.2% is explained by other variables that are not studied in this study, namely work discipline, work motivation, compensation, leadership style, work competence/ability, work environment, job satisfaction, supervision, commitment, and training and development.

## Discussion

Based on the results of the study by distributing questionnaires to 51 employees of the Gorontalo City Transportation Office, it can be seen that Organizational Culture has a significant positive effect on Employee Performance with the t-test regression coefficient obtained t calculated is greater than the t-value of the table, with a p-value (Significance) less than 0.1, meaning that the Organizational Culture variable (X) has a significant effect on Employee Performance (Y). Organizational Culture partially (coefficient of determination) contributes to Employee Performance by 41.8% From the results of the study, it was obtained that the average value of the Organizational Culture Variable is with a very good percentage value.

Based on the results of the research, the organizational culture analyzed has run quite well overall. Employees feel involved in various organizational processes, from decision-making to the implementation of daily tasks. They also felt that there was open communication and an opportunity to express their opinions, although participation rates could still be improved in some aspects. In addition, the organization is considered to have clear values and rules that are applied consistently. This can be seen from employees' perception of the clarity of work standards and harmony in carrying out duties. A consistent organizational culture helps to achieve effective performance and strengthen internal cohesion.

According to Mangkunegara (2017), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. An organization, both government and private, in achieving the set goals must be through means in the form of an organization driven by a group of people who play an active role in achieving the goals of the organization in question. In government organizations, if the performance of government apparatus resources is good, then the performance of government agencies is also good.

Employee performance shows excellent quality, both in terms of technical ability, task completion, and work attitude. A high overall grade point average reflects that employees are not only competent but also demonstrate a high commitment to their work. Nevertheless, continuous maintenance and improvement is still needed so that the quality of work is maintained and able to adapt to the ever-evolving demands.

Based on the results of the questionnaire in the table regarding employee performance, it can be seen that, in general, employee performance is at a very good level. Employees are

considered able to complete tasks on time and show technical expertise that supports the quality of work. In addition, the spirit of work and teamwork is also a prominent strength, reflecting a harmonious and collaborative working atmosphere. Employees show high responsibility for the tasks undertaken, and are able to maintain precision and consistency, and precision in the implementation of work. Readiness in dealing with work pressure is also an indicator that employees have a strong work mentality and are able to adjust to the needs of dynamic tasks.

Organizational culture can be used as a distinguishing identity from one organization to another according to its characteristics. Organizational culture is the basic value of the organization in the form of beliefs, norms, and ways of learning of the people in the organization, which are the glue and characteristics of the organization that can distinguish it from other organizations (Triatna, 2015). A strong organizational culture plays an important role in supporting the achievement of optimal performance, as it provides direction, values, and standards that are the foundation for individuals and organizations to work effectively and in harmony with set goals.

The role of employee performance in the organization will not be optimal in improving performance if employees do not have a good organizational culture. In this case, organizational culture is a very appropriate variable in mediating this performance. Employees with a high work culture are expected to be able to produce optimal performance. When an employee has good work discipline with a supportive organizational culture, this will certainly form good organizational performance, so that they will be able to achieve all the goals of the organization.

The results of this study reinforce the findings of the research of Hadju & Adam (2019), Dunggio (2020), Datau, Ahmad & Bokingo (2022), Sattu, Patabang & Nathaniel (2023), Berkatillah (2023), Isa (2022) that partially organizational culture has a positive and significant effect on employee performance. If it is associated with this research, then in realizing the improvement of organizational culture at the Gorontalo City Transportation Office, special attention is needed to the organizational culture within the Gorontalo City Transportation Office. This is because partially organizational culture has an influence on employee performance. The Organizational Culture at the Gorontalo City Transportation Office is also supported by the education level of undergraduate employees of 52.9%, consisting of 3.9% S2 and 49% S1. Furthermore, based on the results of  $R^2$  (determination coefficient) of 0.418 which shows that the bound variable or employee performance is influenced by organizational culture by 41.8%.

Conclusion from the explanation of the influence of organizational culture on employee performance above, it can be seen that from a simple regression analysis, organizational culture variables affect employee performance at the Gorontalo City Transportation Office. Therefore, if a better organizational culture is improved, the performance of employees will increase. On the other hand, if there is no improvement in organizational culture at the Gorontalo City Transportation Office, there will be no improvement in employee performance.

## **Conclusion**

Based on the results of a simple regression test, it shows that there is an influence between variable X (Organizational Culture) and variable Y (Employee Performance). The coefficient has a significant positive value, which means that the organizational culture variable has an effect on the employee performance variable, which is 0.283. The constant value is 63,801, if there is no organizational culture value, then the employee performance value is

63,801. For every one percent increase in organizational culture, the employee performance value increases by 0.283. The coefficient has a positive value that if the organizational culture increases, the performance of employees increases. The results of the determination coefficient test show that the influence of organizational culture variables is 41.8%. This is evidenced by the determination coefficient test, which has an R value of 0.418, meaning that the overall organizational culture variable has an influence of 41.8% on the employee performance variable. While the remaining 58.2% was influenced by other variables that were not studied in this study.

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