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## The Impact of Motivation and Work Culture on Employee Performance at PT. Bank Sulselbar

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### **Abstract**

*This study aims to determine the effect of motivation and work culture on administrative services through employee performance at PT. Bank Sulselbar Main Branch Makassar. The research was conducted in Makassar City at PT. Bank Sulselbar Main Branch Makassar, lasting for one (1) month, from November to December 2024. The population of this study consisted of all employees of PT. Bank Sulselbar Main Branch Antang, totaling 180 people. The sample was taken using the Slovin formula, with a 95% confidence level and a 5% margin of error, so the research sample from 180 people at a 95% confidence level is 124 individuals, consisting of both contract and permanent employees. Data collection techniques were carried out through observation, questionnaires, and documentation, while data analysis used SPSS ver. 25. The research results show that an increase in organizational culture values is positively and significantly associated with an increase in employee performance. The new findings of this study are (1) the increase in cultural values is significantly associated with performance improvement at PT. Bank Sulselbar Main Branch Makassar. (2) The increase in motivation significantly contributes to performance improvement at PT. Bank Sulselbar Main Branch Makassar. (3) Culture has a significant effect on the administrative services received at PT. Bank Sulselbar Main Branch Makassar. (4) Motivation has a significant effect on the administrative services received at PT. Bank Sulselbar Main Branch Makassar.*

*Keywords: Motivation, Work Culture, Administrative Services, Employee Performance*

### **1. Background**

The development and success of an organization largely depend on the quality of its services, which is directly influenced by its human resources. In the banking sector, where the competition is increasingly fierce, employee performance is crucial for ensuring high-quality services. PT. Bank Sulselbar, one of the prominent banks in Makassar, must continue to evolve by improving not only its services but also the capabilities of its employees. The relationship between motivation, work culture, and employee performance plays a significant role in achieving this.

In today's competitive market, financial institutions, including banks, need to stay ahead of competitors by offering more than just financial products. They must focus on improving their administrative services and ensuring a high level of employee performance. Banks serve as pillars of the financial system, influencing economic growth and stability. As such, improving internal operations, such as administrative services, is vital in maintaining customer satisfaction, which is essential for the survival and growth of banks (Susilawaty et al., 2020).

Motivation is one of the fundamental factors driving an employee's behavior. In a banking environment, motivated employees tend to work with more enthusiasm, leading to better job performance. Motivation is categorized into two types: intrinsic and extrinsic. Intrinsic motivation refers to the internal drive that comes from personal satisfaction or accomplishment, while extrinsic motivation is driven by external factors like rewards, recognition, or monetary incentives (Deci & Ryan, 2000). Research has shown that motivated employees are more likely to contribute positively to the organization by improving the quality of their work and providing excellent service to customers (Rozalia et al., 2015).

Employee performance is another crucial factor that determines the success of a banking institution. The performance of employees directly impacts the quality of services provided to customers. Employee performance,

in turn, is affected by various factors, such as motivation, job satisfaction, organizational culture, and leadership. As stated by Simamora (2014), employee performance can be evaluated based on criteria like quantity, quality, and the ability to meet deadlines. High employee performance ensures that the bank's operations run smoothly and efficiently, leading to customer satisfaction and loyalty.

Work culture, also known as organizational culture, is an essential aspect that shapes employee behavior in the workplace. According to Robbins (2018), organizational culture refers to the shared values, beliefs, and norms that guide how employees interact with one another and with customers. In a banking environment, a positive and strong work culture fosters collaboration, accountability, and a sense of purpose among employees. This culture can significantly enhance employee motivation and job satisfaction, leading to improved performance.

In the context of PT. Bank Sulselbar, the organization's culture and employee motivation play a pivotal role in delivering excellent administrative services. Bank employees, especially those working in administrative roles, are expected to maintain high levels of performance to ensure that customer service standards are met. The relationship between motivation, work culture, and employee performance is crucial in achieving the bank's goal of providing high-quality administrative services. The administrative services offered by the bank, such as account opening, loan processing, and customer service, must be efficient, accurate, and timely to ensure customer satisfaction. As a result, understanding how motivation and work culture affect employee performance is essential for improving service quality.

A study conducted by Dwi Trisnasari (2025) on PT. Bank Sulselbar examines the effects of motivation and work culture on administrative services through employee performance. This study is crucial because it explores the link between internal factors (motivation and culture) and external outcomes (administrative services), helping the bank identify areas for improvement. PT. Bank Sulselbar, like other financial institutions, faces challenges such as increasing customer expectations, technological advancements, and the need for efficient administrative processes. Therefore, understanding the impact of motivation and work culture on employee performance is vital to adapt to the evolving banking landscape.

Motivation and work culture not only affect employee performance but also contribute to overall organizational success. When employees are motivated, they are more likely to go above and beyond their regular duties, leading to better performance outcomes. A strong organizational culture ensures that employees are aligned with the bank's values, which enhances job satisfaction and performance. Furthermore, a positive work culture fosters collaboration and teamwork, which are essential for providing effective administrative services. According to Robbins (2018), a work culture that emphasizes integrity, innovation, and customer focus can significantly improve employee performance.

One of the challenges that PT. Bank Sulselbar faces is the increasing pressure to provide high-quality services in a highly competitive market. To address this challenge, the bank must prioritize employee motivation and create a work culture that supports optimal performance. Motivated employees are more likely to deliver exceptional services and contribute to the bank's success. Additionally, by fostering a strong work culture, the bank can create an environment where employees feel valued and are committed to delivering their best performance.

Another critical factor influencing employee performance in PT. Bank Sulselbar is the organizational structure and management practices. Effective leadership and management support are essential in motivating employees and creating a conducive work environment. The role of management in setting clear expectations, offering support, and recognizing achievements cannot be overstated. Management should also encourage open communication and provide opportunities for employees to grow professionally. A well-structured organization with strong leadership can create an environment where employees feel motivated to perform well and contribute to the overall success of the bank (Sadir et al., 2022).

The findings of previous research support the importance of motivation and work culture in influencing employee performance. For instance, a study by Risky Nur Adha (2019) found that work culture and the work environment significantly impacted employee performance in a government organization. Similarly, a study by Chartika (2021) highlighted the positive relationship between work culture and employee performance in the banking sector. These studies reinforce the idea that fostering a positive work culture and motivating employees can significantly enhance their performance, leading to better service delivery.

## 2. Research Methodology

This study aimed to investigate the impact of motivation and work culture on administrative services through employee performance at PT. Bank Sulselbar Main Branch Makassar. The research methodology adopted for this study was a combination of descriptive and causal research design, utilizing both quantitative and qualitative data collection methods.

### Research Design

The research was designed as a **causal-comparative study**, which explores the cause-and-effect relationship between the independent variables (motivation and work culture) and the dependent variable (employee performance, impacting administrative services). The research also examined how employee performance mediates the relationship between motivation, work culture, and administrative services at PT. Bank Sulselbar.

### Population and Sample

The population of this study consisted of all employees at PT. Bank Sulselbar Main Branch Makassar, specifically the employees at the Antang branch. There were 180 employees, both contract and permanent staff, involved in the study. Due to the large size of the population, a **sampling method** was used to select participants. The Slovin formula was applied to determine the sample size, with a 95% confidence level and a 5% margin of error. This resulted in a total of 124 employees selected as the sample for this study.

These 124 employees, who represented various job positions at the bank, were considered sufficient to make generalizations regarding the entire population. The respondents were categorized into two groups: **contract employees** and **permanent employees**, ensuring that the sample represented both types of employment.

### Data Collection Methods

Data collection in this study was conducted through **observation**, **questionnaires**, and **documentation**. Each of these methods served to gather both primary and secondary data required for analysis.

**Observation:** Direct observations were made of the working environment at PT. Bank Sulselbar, focusing on employee interactions, work processes, and organizational culture. This allowed the researcher to gain an understanding of the actual dynamics at play in the workplace.

**Questionnaires:** A structured questionnaire was designed to collect quantitative data from the employees. The questionnaire contained sections on:

**Motivation:** Measuring intrinsic and extrinsic motivation factors.

**Work Culture:** Assessing the organizational culture based on employee perceptions.

**Employee Performance:** Evaluating how employees perceived their performance in relation to their administrative duties.

**Administrative Services:** Asking employees about the efficiency and effectiveness of the services provided by the bank.

The questionnaires used a Likert scale to capture the level of agreement or disagreement with various statements, making it easier to analyze and interpret the data. The questions were developed based on previous literature and modified to fit the specific context of PT. Bank Sulselbar.

**Documentation:** Secondary data were gathered from the bank's reports and records, including performance appraisals, organizational culture documentation, and records of employee training and motivation programs. This data helped corroborate findings from the primary data sources and offered further insights into the work environment.

## Data Analysis

The collected data were analyzed using **SPSS (Statistical Package for the Social Sciences)** version 25. The data analysis process involved several steps:

**Descriptive Statistics:** This was used to describe the basic features of the data, including frequency distribution, mean, standard deviation, and percentage. Descriptive analysis helped to summarize the demographic characteristics of the respondents, such as age, gender, and work tenure.

**Reliability and Validity Testing:** Before conducting further analysis, the validity and reliability of the questionnaire were tested using **Cronbach's Alpha**. This ensured that the questions used to measure motivation, work culture, employee performance, and administrative services were consistent and reliable.

**Path Analysis:** To test the causal relationships between the variables, **path analysis** was used. Path analysis allowed for the determination of direct, indirect, and total effects of motivation and work culture on employee performance and administrative services. This statistical technique is appropriate for understanding how one variable influences another in a series of relationships.

**Sobel Test:** To test the mediation effect of employee performance between motivation, work culture, and administrative services, the **Sobel test** was conducted. This test assessed whether employee performance mediated the relationship between the independent variables and the dependent variable (administrative services).

## Ethical Considerations

The study adhered to ethical guidelines by ensuring that all participants provided **informed consent**. The respondents were informed about the purpose of the study, and their participation was voluntary. Confidentiality was guaranteed, and their responses were anonymized to ensure privacy. Additionally, the study respected the intellectual property rights associated with all sources of secondary data.

## 3. Result and Discussion

This section presents the findings of the research, along with a discussion of the results in relation to the research questions and hypotheses. The data was analyzed to assess the effect of motivation and work culture on administrative services through employee performance at PT. Bank Sulselbar Main Branch Makassar. The analysis involved descriptive statistics, path analysis, and the Sobel test to test mediation effects.

### Results

#### Descriptive Statistics

The first step of the analysis involved calculating the descriptive statistics for the survey data, which provided a summary of the respondents' demographic characteristics and responses to the variables under investigation.

Table 1: Respondent Demographics

Category	Frequency (n = 124)	Percentage (%)
<b>Gender</b>		
Male	75	60.5%
Female	49	39.5%
<b>Age Group</b>		
20-30 years	52	41.9%
31-40 years	44	35.5%
41-50 years	22	17.7%
51 years and above	6	4.8%
<b>Employment Status</b>		
Permanent employee	91	73.4%
Contract employee	33	26.6%

Source: Processed Primary Data, 2025

The data shows that the sample was composed of both male and female employees, with a higher proportion of male employees (60.5%). The age group of 20-30 years was the largest, making up 41.9% of the sample, suggesting a relatively young workforce. Most of the respondents (73.4%) were permanent employees, indicating stability in the workforce.

### Motivation and Work Culture

Motivation and work culture were assessed using Likert-scale items. The results of the analysis showed that both motivation and work culture were positively correlated with employee performance.

**Motivation:** Respondents reported moderate to high levels of motivation, with the average score for intrinsic motivation being 3.85 out of 5 and extrinsic motivation averaging 3.72 out of 5. This suggests that employees were motivated both by internal factors (personal growth, achievement) and external factors (salary, rewards, recognition).

**Work Culture:** The respondents perceived the work culture at PT. Bank Sulselbar as supportive and collaborative, with an average score of 4.05 out of 5. This indicates a relatively strong organizational culture that values cooperation, responsibility, and customer focus.

### Employee Performance

Employee performance, which was measured in terms of administrative service quality, received an average score of 3.9 out of 5. Employees reported that they felt their performance in administrative services met the bank's standards for efficiency, accuracy, and customer satisfaction.

Table 2: Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation	Range
Motivation (Intrinsic)	3.85	0.72	1-5
Motivation (Extrinsic)	3.72	0.68	1-5
Work Culture	4.05	0.71	1-5
Employee Performance	3.90	0.65	2-5

Source: Processed Primary Data, 2025

### Path Analysis

Path analysis was used to test the direct and indirect relationships between motivation, work culture, and employee performance. The analysis indicated that both motivation and work culture had significant direct effects on employee performance, and that employee performance mediated the relationship between these factors and administrative services. The results revealed that:

**Motivation** had a positive and significant direct effect on **employee performance** ( $\beta = 0.42, p < 0.01$ ), indicating that more motivated employees performed better in administrative tasks.

**Work culture** also had a positive and significant effect on **employee performance** ( $\beta = 0.38, p < 0.01$ ), suggesting that a supportive work environment contributes to higher performance.

**Employee performance** significantly affected the quality of **administrative services** ( $\beta = 0.46, p < 0.01$ ), reinforcing the idea that better-performing employees contribute to better administrative services.

### Mediation Effect

The Sobel test was used to test whether **employee performance** mediated the relationship between motivation, work culture, and administrative services. The results showed that employee performance significantly mediated both the relationship between motivation and administrative services (Sobel statistic = 3.84,  $p < 0.01$ ), and the relationship between work culture and administrative services (Sobel statistic = 3.49,  $p < 0.01$ ). This suggests that employee performance is a key factor in translating motivation and work culture into improved administrative services.

## Discussion

The findings of this study provide valuable insights into the role of motivation and work culture in enhancing employee performance and, ultimately, the quality of administrative services at PT. Bank Sulselbar Main Branch Makassar.

### Motivation and Employee Performance

This study confirms that motivation, both intrinsic and extrinsic, plays a significant role in employee performance, consistent with previous research. Motivation was found to be positively related to employee performance, indicating that when employees feel motivated, they are more likely to perform their tasks efficiently and effectively. The significant role of motivation aligns with the theory proposed by Deci & Ryan (2000), which suggests that motivation directly influences behavior and performance. This finding is crucial for PT. Bank Sulselbar, as investing in employee motivation could lead to better performance in administrative roles.

### Work Culture and Employee Performance

The study also found that work culture significantly affects employee performance. A positive work culture, which fosters cooperation, responsibility, and a customer-focused approach, enhances employee engagement and performance. This supports Robbins' (2018) argument that organizational culture influences employee behavior and performance. A strong work culture not only boosts morale but also facilitates collaboration and alignment with organizational goals, leading to higher performance.

### The Role of Employee Performance in Administrative Services

Employee performance was shown to be the critical mediator in the relationship between motivation, work culture, and administrative services. This suggests that while motivation and work culture are essential, the actual performance of employees in carrying out administrative tasks is what directly impacts the quality of services provided. This aligns with previous studies (e.g., Sadir et al., 2022) that highlight the importance of employee performance in delivering high-quality services. By focusing on improving employee performance through better motivation and a supportive work culture, PT. Bank Sulselbar can enhance the overall quality of its administrative services.

### Implications for Practice

For PT. Bank Sulselbar, the findings emphasize the importance of creating a motivated and engaged workforce through both intrinsic and extrinsic motivational strategies. The bank should continue fostering a supportive work culture that values collaboration and customer satisfaction. Furthermore, management should prioritize employee performance by providing ongoing training, feedback, and recognition. By focusing on these factors, the bank can improve its administrative services, leading to higher customer satisfaction and competitive advantage in the banking sector.

## 4. Conclusion

This study aimed to explore the effect of motivation and work culture on administrative services through employee performance at PT. Bank Sulselbar Main Branch Makassar. The findings provide valuable insights into how internal factors such as motivation and organizational culture influence employee performance and, consequently, the quality of administrative services. The results revealed that both **motivation** (intrinsic and extrinsic) and **work culture** significantly impacted employee performance. Motivated employees, whether driven by internal satisfaction or external rewards, tended to perform better in their administrative tasks. Similarly, a positive and supportive work culture fostered higher performance, as employees felt more engaged and aligned with organizational goals. The analysis demonstrated that motivated and engaged employees are critical in improving the bank's administrative services, leading to higher efficiency and better customer satisfaction. Further, **employee performance** was found to play a pivotal role in mediating the relationship between motivation, work culture, and administrative services. This finding suggests that improving employee performance is key to translating the benefits of motivation and work culture into enhanced service delivery. It emphasizes that while motivation and a supportive culture are important, it is the actual performance of employees in their roles that directly influences the quality of administrative services provided to customers. The study's findings suggest several practical implications for PT. Bank Sulselbar. First, the bank should continue to prioritize **employee motivation** by offering both intrinsic and extrinsic incentives. Second, fostering a **positive organizational culture** that promotes collaboration and customer-centric values will be crucial for sustaining high performance. Lastly, the bank should

implement programs aimed at enhancing **employee performance**, as it directly contributes to improving the overall quality of administrative services.

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