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## Interplay of Work Culture and Work Motivation on Employee Satisfaction and Performance: A Study of Lampung Province Government Employees

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### ABSTRACT

*Civil Servant performance assessment aims to ensure objective employee development based on an achievement system and career system. Job satisfaction and good employee performance can be created if various influencing factors can be accommodated well and accepted by all employees. This research aims to examine the influence of culture and work motivation on the satisfaction and performance of Government employees at the Lampung Province Revenue Service. Data collection techniques in this research used questionnaires file research and interviews and data analysis techniques used in this research used descriptive analysis, questionnaire feasibility tests and structural equation analysis with data analysis using Structural Equation Modeling (SEM). The results of the research revealed that work culture and work motivation influence the level of job satisfaction, work culture and work motivation influence the performance of Government employees at the Lampung Province Revenue Service. This study provides evidence that a conducive work environment will have an impact on job satisfaction and employee performance.*

**Keywords:** Work Culture, Work Motivation, Job Satisfaction and Employee Performance

## 1. INTRODUCTION

Government employees are Indonesian citizens who meet certain requirements, appointed as ASN employees on a permanent basis by civil service development officials to occupy government positions. The Lampung Province Central Statistics Agency recorded that the number of Civil Servants (PNS) in Lampung in 2022 will be 110,393 people. According to gender, there are 49,146 male civil servants and 61,247 female civil servants. The Regional Revenue Agency of Lampung Province is one of the government personnel divisions which has the task of carrying out some of the provincial government's affairs in the field of revenue based on the principle of autonomy which is the authority, DE concentration and assistance tasks as well as other tasks in accordance with the policies determined by the Governor based on the applicable laws and regulations.

Organizational culture is the result of the interaction of habitual characteristics that influence groups of people in the organizational environment. In the end, it will form an overall subjective perception of the organization based on factors that will become the culture or personality of the organization and influence employee job satisfaction and employee performance as well as have a greater impact on developing a stronger culture (Niam & Rahmat Syah, 2019). Employee performance is defined as the work results achieved by employees in accordance with their roles and duties within a certain period, which are linked to certain values or standards that have been set within the organization. Employee performance assessment refers to Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment, explaining that civil servant performance assessment aims to guarantee the objectivity of employee

development which is based on the achievement system and career system. Assessments are carried out based on performance planning at the individual level and unit or organization level by taking into account targets, achievements, results and benefits achieved as well as employee behavior (Fauzi & Jatiningrum, 2021). Based on this, the implementation of regional development plans which are focused on the level of employee performance achievement is focused on the assessment indicators of Employee Work Targets (SKP) and employee work behavior which consists of service orientation, integrity, leadership, discipline, work culture and employee motivation.

The performance achievements of government employees at the Lampung Provincial Revenue Service based on data on each assessment indicator in the last five years

*Table 1. Previous Observations of Satisfaction Work Government*

No	Indicator Satisfaction Work	Scale					Mark Average
		SS	S	CS	T.S	STS	
1	Type of job assignment assigned	-	4	7	6	4	2.50
2	Facilities provided	-	6	8	4	2	2.80
3	Occupied promotion	2	6	7	4	1	2.90
4	Leadership Directions part	-	8	6	3	2	2.80
5	Work colleague support	3	5	10	2	-	3.90
	<b>Amount</b>	<b>5</b>	<b>29</b>	<b>38</b>	<b>19</b>	<b>9</b>	<b>14.9</b>
	<b>Average</b>	<b>0.60</b>	<b>2.80</b>	<b>3.80</b>	<b>1.90</b>	<b>0.80</b>	<b>2.98</b>

Source: Lampung Province Regional Revenue Service

Initial observation results on employee satisfaction are in Table. 1 obtained an average value of 2.90. This value indicates that the interpretation of employee job satisfaction levels as seen from indicators of the type of work provided, facilities received, promotions received, dominant supervisors and supportive colleagues is indicated as not being optimal because the majority of respondents gave disagreeing responses. This means that from initial observations the 20 respondents who were surveyed gave the perception that there was still dissatisfaction at work.

Work culture can be interpreted as a pattern of basic assumptions, created, known or developed by a group to overcome problems of external adaptation and internal integration so that it is considered necessary to teach new employees as the correct way to view, think, feel about the problems they face Irawati &

have fluctuated (up and down). This condition indicates that the performance of employees in the Lampung Province government is still not optimal. As an effort to optimize employee performance, of course the leadership needs to pay attention to factors that are indicated to be able to influence employee performance, including job satisfaction, work culture and work motivation. Job satisfaction is an employee's emotional state that is pleasant or unpleasant which employees will view from the perspective of their respective jobs because the level of employee satisfaction is different. Initial observation results show that 20 government employees at the Lampung Provincial Revenue Service responded by choosing a scale of Strongly Agree (SS), Agree (S), Somewhat Agree (CS), Disagree (TS) and Strongly Disagree (STS) regarding employee job satisfaction as seen in Table 1:

Arfandy (2022). Work culture refers to a view of life in an organization that explains a mechanism that integrates employees in an organization based on experience, history, beliefs and shared norms that characterize the organization. From the results of interviews that have been conducted, it is known that in reality not all employees are able to follow cultural developments within the organization, such as (1) there are still employees who are absent from work without providing information and permission, for more than the specified time; (2) there are still employees who follow the working hours provisions; (3) there are still employees who have not been able to build good social relationships between fellow employees; (4) miscommunication often occurs between fellow employees so that achieving work goals becomes less effective and efficient.



Motivation is an impulse that arises from within an employee which will direct the employee's actions with the aim of achieving a desired result. How big or small the influence of motivation on an employee's performance depends on how much intensity of motivation is given, so in this case motivation is defined as activities that result, channel and maintain employee behavior which is an important subject in achieving organizational goals Sri & Dahlia. (2023). The results of initial observations document that the results of interviews obtained information that the level of motivation of government employees is indicated to be still not optimal, because several problems were found, such as: (1) lack of

## 2. LITERATURE REVIEW

Job satisfaction must be achieved for all employees in order to remain with the organization. The existence of job satisfaction in an employee is partly due to the form of career development and satisfactory compensation that the employee receives from the organization (Misbachul, et al. 2022). High or low levels of employee job satisfaction will influence employees' attitudes and behavior while working, especially their behavior which will be reflected in absenteeism levels, morale levels, and workforce turnover rates. Each individual employee will have a different level of satisfaction according to the value system that applies to him or her which is due to differences in each individual. Indicators of job satisfaction are as follows (Arifin, 2017). Employee job satisfaction is also very closely related to fulfilling employee needs so that if these needs are not met, dissatisfaction at work will arise which results in decreased productivity levels, high absenteeism rates, high employee turnover rates, decreased work performance, so that there is a need for good cooperation on the part of employees. and the organization (Wibowo, 2016:62). Government agency employees of course expect to get satisfaction from their place of work because basically, job satisfaction is an individual thing because each employee will have a different level of satisfaction according to the needs, values and personality of each individual

employee interest in developing their formal education, because up to now the majority of employees still have a bachelor's degree; (2) not all employees have the opportunity to develop their careers; (3) colleagues who have not supported the implementation of the work program; (4) work environment conditions that are felt to be less conducive; as well as several other problems. Based on the problems above, this research aims to ensure that work culture and work motivation influence job satisfaction and employee performance at the Lampung Province Revenue Service.

employee. (Jurdi, 2018:23). Some of the impacts that occur if employees do not feel satisfied are that employees will leave because the job dissatisfaction felt by employees will be expressed by the action of leaving the job and trying to look for other alternatives in looking for another job; the emergence of criticism from employees due to job dissatisfaction which is expressed through active and constructive efforts to improve conditions including providing suggestions for improvement, discussing problems with their superiors; and the increasing number of employees who neglect their duties because the job dissatisfaction felt by employees can be expressed through an attitude of allowing the situation to get worse, including for example being frequently absent or arriving late or making more and more mistakes (Amirullah, 2016).

Based on Government Regulation (PP) Number 30 of 2019 concerning Performance Assessment of Civil Servants (PNS), the performance assessment of civil servants aims to guarantee the objectivity of civil servant development which is based on the achievement system and career system. Assessment is carried out based on performance planning at the individual level and unit or organization level by taking into account targets, achievements, results and benefits achieved as well as the behavior of civil

servants. Furthermore, Wirawan (2017), assessment of employee performance in an organization is an assessment carried out on the output produced by the functions or indicators of a job or profession within a certain time so that employee performance will facilitate management and utilization and develop employees to the maximum. to achieve organizational goals and develop the development of each individual employee.

Nyoto (2019), performance assessment refers to a formal and structured system used to measure, assess and influence work-related traits, behavior and results, including absenteeism levels. Thus, performance appraisal is the result of the employee's work within the scope of their responsibilities. Sedarmayanti (2018), defines employee performance as the work results that a person or group of people can achieve in order to achieve organizational goals within a certain time period. Employee performance can be improved through increasing compensation and work motivation, because with the compensation provided by the organization to employees, employee enthusiasm, will and thoroughness when working will be more optimal, focused and disciplined. Employee performance assessment is used to measure the achievement of work results, both quality and quantity, produced by employees or the real behavior displayed in accordance with the responsibilities given to them.

According to Reffi & Jhon (2023) organizational culture is an invisible social force that can move people in an organization to carry out work activities. Indirectly, everyone in the organization understands the culture that applies in their organization. Donni and Ernie (2018) document that there are many definitions offered to explain work culture. Work culture is a system of shared meaning shared by members that differentiates an organization from other organizations. This understanding of shared meaning is a set of key characteristics that organizations value. Furthermore, Setyowati (2017), the word culture is defined as philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that are shared and bind one to another. So culture is an integrated pattern of

human behavior including thoughts, speech, actions, and artifacts and depends on people's capacity to listen, and pass on knowledge to future generations. Meanwhile, an organization is a social unit that is consciously coordinated, with relatively identifiable boundaries, continuously to achieve goals. Work culture refers to a view of life in an organization that explains a mechanism that integrates individuals in an organization based on experience, history, beliefs and shared norms that characterize the organization (Elbadiansyah, 2019:44). Work culture is a set of assumptions that are shared and implicitly accepted for granted and held by a group that determines how it feels, thinks about and reacts to diverse environments and forms a value system that is developed and applies within an organization which makes it a distinctive characteristic of an organization. Work culture is also defined as a system of sharing values carried out by members of an organization so as to differentiate the organization from other organizations, because each individual has a unique personality and is different from one another (Soekidjo, 2018).

Sri (2020), the word motivation has the meaning of desire, wish, hope, aim, target, need, encouragement, motivation and incentive. The term motivation comes from the Latin word *movere* which means to move. A comprehensive definition of motivation is a physiological and psychological deficiency process that drives behavior or encouragement aimed at incentive goals. The motivation process depends on the understanding between needs, drives and incentives. More specifically, the three elements of motivation consist of needs, needs are created when there is no physiological or psychological balance. Although psychological needs may be deficiency based, sometimes they are not; encouragement, encouragement or motive are two terms that are often used interchangeably, formed to reduce needs. Physiological and psychological drives are actions that are oriented toward generating drive to achieve incentives; and incentives, at the end of the motivation cycle are incentives which are defined as anything that will reduce a need and encouragement to obtain incentives will tend to



restore physiological or psychological balance and making friends will tend to restore balance and reduce existing incentives. Furthermore, Kasmir (2016: 76), motivation is the encouragement of a series of human behavioral processes in achieving goals which contain elements including the elements of generating, directing, maintaining, showing intensity, being continuous and having a goal. Thus, motivation is given to employees as a driving force that creates enthusiasm for someone's work so that they want to work together, work effectively and be integrated to achieve satisfaction.

Hasibuan (2016:28), defines work motivation as behavior and factors that influence employees to behave towards their work. Motivation is a process that shows individual intensity, direction and persistence as an effort to achieve organizational goals. Work motivation is defined as the encouragement of a series of human behavioral processes in achieving goals which contain elements that include the elements of generating, directing, maintaining, showing intensity, being continuous and having a goal. Furthermore, Sutrisno (2017: 119), work motivation is one of the factors that also determines a person's performance. The influence of motivation on a person's performance depends on how much intensity of

motivation is given, so in this case motivation is defined as activities that result, channel and maintain Human behavior is an important subject.

Motivation can be defined as a very important problem in every effort of a group of people working together to achieve organizational goals. Organizational problems can be considered simple because basically humans are easily motivated, by giving them what they want. The problem of motivation is considered complex because it is considered important for certain people. The work motivation indicators determined in this research are (1) physiological needs, (2) security needs, (3) socialization needs, (4) esteem needs and (5) self-actualization. Based on the discussion above, a hypothesis and are proposed below:

- H1: Culture Work has effect Satisfaction Work government employee
- H2: Work motivation has effect Job satisfaction government employee
- H3: Work culture has effect employee performance government employee
- H4: Work motivation has effect employee performance government employee
- H5: Job satisfaction has effect employee performance government employee

### 3. RESEARCH METHOD

#### 3.1. Population and Sample

The population in this study were all employees at the Lampung Province Revenue Service. In this research, the sample was 130 respondents, the sampling technique used purposive sampling with the selection of

respondents using several criteria, namely: 1) Having been an ASN for more than 5 years. 2) Have experience of promotion. 3) Have had assignments with team work colleagues.

#### 3.2 Operational Definitions of Variables

*Table 2: Variable Measurement*

Variable	Definition Variable	Indicator	Reference
Work Satisfaction (Y <sub>1</sub> )	Response affective or emotional to work basically employees is individual because every individual employee will own level different satisfactions in accordance with system the values that apply to him.	1. Type of work 2. Wages 3. Promotion 4. Supervision 5. Work colleague	Arifin (2017) Wibowo (2016) Judi (2018) Amirullah (2016)
Employee Performance (Y <sub>2</sub> )	are linked to certain values or standards of the organization by assessing achievement targets,	1. Quantity Work 2. Quality Work 3. Cooperation	PP No. 30 of 2019 concerning Civil

Variable	Definition Variable	Indicator	Reference
	results and benefits achieved as well as behavior employee	4.Responsibility 5.Initiative	Servant Performance Assessment Wirawan (2017) Nyoto (20119) Sedarmayanti (2018)
Culture Work (X <sub>1</sub> )	culture does not just appear, but once it appears, the culture is difficult to extinguish, meaning it will become embedded in the organization.	1. Work Tolerance 2. Achievement of objectives 3. Integration 4. Control 5. Communication Patterns	Donni and Ernie (2018) Setyowati (2017) Soekidjo (2018) Elbadiansyah (2019)
Work Motivation (X <sub>2</sub> )	Motivation is a big problem ting in every effort of a group of people working together to achieve organizational goals, organizational problems can be considered simple because basically humans are easily motivated, by giving them what they want.	1. Need Physiological 2. Safety Needs 3. Need Socialization 4. Need Award 5. Need Self - actualization	Sri, R., & Dahlia. (2023). Sr i (2020) Cashmere (2016) Hasibuan (2016) Sutrisno (2017)

### 3.3. Data Analysis Techniques

This research uses Structural Equation Analysis. The structural equation in this research uses a path diagram. Hypothesis testing analysis uses Structural Equation

Modeling (SEM). The path diagram is translated in the form of a function or equation, namely:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2$$

$$Y_2 = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1$$

## 4. RESULTS AND DISCUSSIONS

### 4.3. Results

Table 3. Reliability Test Results

Variable	Cronbach's alpha	Criteria	Conclusion
Satisfaction Work (Y <sub>1</sub> )	0.842	0.700	Reliable
Employee Performance (Y <sub>2</sub> )	0.878	0.700	Reliable
Culture Work (X <sub>1</sub> )	0.882	0.700	Reliable
Motivation Work (X <sub>2</sub> )	0.921	0.700	Reliable

Source: Data Processing Results

Table 4. Validity Test Results

Variable	Construct Reliability	Variance Extracted
Culture Work (X <sub>1</sub> )	0.842	0.692
Motivation Work (X <sub>2</sub> )	0.822	0.624

Validity testing regarding the variables studied in this research is known that all statement items have a Corrected Item-Total Correlation value > 0.3. This means that all statement items used to measure each indicator for each variable used in this research, consisting of certification, teacher performance, competency and training variables, are declared valid, so that the testing

requirements in this research have been fulfilled.

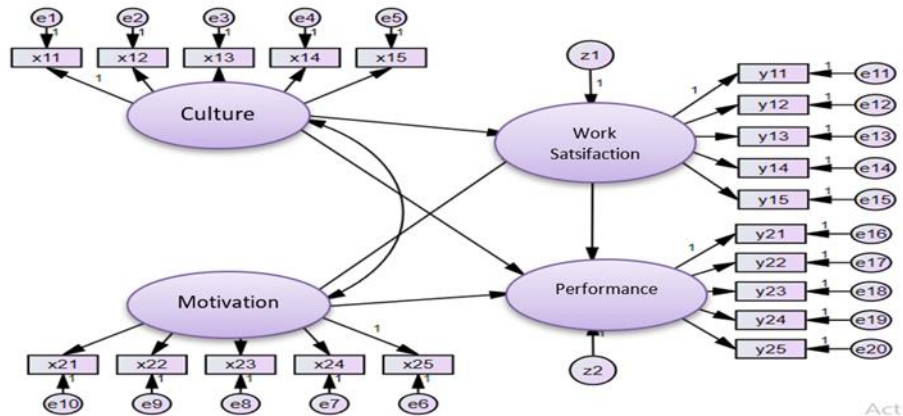
Table above shows that of all variables 1 researched categorized as high because the Cronbach's alpha value is above 0.7. This means that the level of reliability or confidence level of the variables used to measure each variable in this research is reliable and can be used in further analysis. Thus, it can be concluded that the questionnaire reliability test

in this research did not find any obstacles, so that the requirements in this research were met.

Testing for discriminate validity using the AVE value is carried out by comparing the root value of the AVE of each construct with the correlation between the construct and other constructs. It is recommended that the AVE

value should be greater than 0.6. The results of this research show that the Variance Extracted value for each construct is greater than the correlation between the construct and other constructs, so it is concluded that it has good discriminant validity.

Figure 1. Path Diagram



Source: Data Processing

This research uses Structural Equation Modelling (SEM) analysis. The theoretical model that has been depicted in the path diagram is analyzed based on the data obtained. The test results show that the model's df value is positive at 126. This indicates that the model is in the over identified category because it has a positive df value. Therefore, data analysis can

proceed to the next stage. Furthermore, before carrying out a feasibility test of the model by paying attention to the estimated standardized regression weight (loading factor) value, if there is a value >1 it will produce a negative variance value. Existence valuable variance negative show exists error estimate (offending estimate).

Table 3. Multicollinearity Test

Goodness of Fit Index	Cut of Value	Analysis Results	Model Evaluation
Chi-Square	Smaller than Chi-Square T able (1 78 ;0.05)= 210.130	233,490	Marginal
Significant Probability	≥ 0.05	0 . 00 9	Fit
CCMIN/ df	≤ 2.00	1,541	Fit
GFI	≥ 0.90	0 .836	Marginal
AGFI	≥ 0.90	0 .815	Marginal
TLI	≥ 0.95	0 .922	Fit
CFI	≥ 0.95	0 .925	Fit
NFI	≥ 0.90	0 .915	Fit
IFI	≥ 0.95	0 .962	Fit
RMSEA	0.05 - 0.08	0 . 062	Fit

Source: Data Processing

The Chi-Square test result in this study was 233,490 with a probability of 0.00 9, this result shows that the non-hypothesis which states the

model is the same as the empirical data is accepted, which means the model is fit. From the overall goodness of fit measurements

above, it indicates that several models are in the fit category (good), so that the model proposed in this research is acceptable.

From the results of the equation structure, it can also be explained that the work culture variable has a positive relationship with employee job satisfaction, namely 0.382. This means that if work culture increases by 1 unit, assuming other factors remain constant, it can increase employee job satisfaction by 0.382 units. Thus, it can be interpreted that the better the work culture, the greater the increase in employee satisfaction at the Lampung Province Revenue Service and so it is better. The work motivation variable has a positive relationship with employee job satisfaction, namely 0.613, this means that if the employee's work motivation increases by 1 unit, assuming other factors remain constant, it can increase employee job satisfaction by 0.613 units. Thus, it can be interpreted that the higher the work motivation, the greater the job satisfaction of employees at the Lampung Provincial Revenue Service and so should it be. The work culture variable has a positive relationship with employee performance, namely 0.381, this means that if work culture increases by 1 unit, assuming other factors remain constant, it can

increase employee performance by 0.382 units. Thus, it can be interpreted that the better the work culture, the more the performance of employees at the Lampung Provincial Revenue Service will improve and so should it be. The work motivation variable has a positive relationship with employee performance, namely 0.814, this means that if employee work motivation increases by 1 unit, assuming other factors remain constant, it can increase employee performance by 0.814 units. Thus, it can be interpreted that the higher the employee's work motivation, the greater the employee's performance achievements at the Lampung Province Revenue Service and so it is better. Furthermore, the employee job satisfaction variable has a positive relationship with employee performance, namely 0.239, this means that the level of job satisfaction employees increases by 1 unit, assuming other factors remain constant, it can increase employee performance by 0.239 units.

Thus, it can be interpreted that the higher the level of job satisfaction, the greater the performance of employees at the Lampung Province Revenue Service and so it is better

Table 8. Path Analysis Test Results

Note	Exogenous Variables		Endogenous Variable	CR	p-value	Conclusion
H1	Culture Work	---->	Satisfaction Work	4,265	****	<b>Accepted</b>
H2	Motivation Work	---->	Satisfaction Work	4,928	****	<b>Accepted</b>
H3	Culture Work	---->	Employee Performance	2,228	0.028	<b>Accepted</b>
H4	Motivation Work	---->	Employee Performance	2,728	0.004	<b>Accepted</b>
H5	Satisfaction Work	---->	Employee Performance	2,066	0.028	<b>Accepted</b>

Source: Data Processing Results

Based on the results of testing of H1, that work culture has affect the level of employee job satisfaction shows the significance value. The alpha value is 5% or  $0.000 < 0.050$ , so it can be interpreted that work culture is proven to influence the level of employee job satisfaction at the Lampung Province Revenue Service. The results of testing H2 are that work motivation has an influence on the level of employee job satisfaction shows that the significance value is proven to be smaller than the alpha value of 5% or  $0.000 < 0.050$ , so it can be interpreted that work motivation is proven to influence the level

of employee job satisfaction at the Lampung Province Revenue Service.

The result of testing of H3, which is work culture has effect the employee performance shows that the significance value is proven to be smaller than the alpha value of 5% or  $0.028 < 0.050$ , so it can be interpreted that work culture is proven to have an influence on employee performance at the Lampung Province Revenue Service. The results of testing H4, that work motivation has effect the employee performance shows that the significance value is proven to be smaller than





the alpha value of 5% or  $0.004 < 0.050$ , so it can be interpreted that work motivation is proven to influence employee performance at the Lampung Province Revenue Service.

Based on the results of testing  $H_5$ , job satisfaction has effect the employee

#### 4.4. Discussion

The results of this research show that work culture is proven to have an influence on the level of employee job satisfaction, meaning that the better the work culture is proven to have a better impact on employee job satisfaction at the Lampung Province Revenue Service and vice versa. This means that work culture has an important role in determining the level of employee job satisfaction because the development of this work culture will force each individual employee to be able to adapt to the habits, rules, values and norms that apply within the organization so that whether the culture that develops is good or not will be good. leads to employees' feelings of satisfaction or dissatisfaction with their work. A good work culture in the organization needs to be improved and continued to be maintained so that in this case it is not only the leadership but also the participation and awareness of every member of the organization to continue to develop a good work culture in accordance with applicable rules and policies. The results of this research are consistent with Yunarsih (2017) that work culture is proven to have an influence on job satisfaction of employees of the Bali Province Public Works Department. Likewise, Rafiie et al (2018), concluded that work culture was proven to influence the job satisfaction felt by employees of the Bali Province Public Works Department. Wahyuni et al. (2016) also showed that work culture was proven to influence job satisfaction felt by Bengkulu Regency Regional Government Officials.

The results of this research show that work motivation is proven to influence the level of employee job satisfaction, meaning that the more motivated employees are at work, the more it is proven to have an impact on employee job satisfaction at the Lampung Province Revenue Service and vice versa. This means that work motivation is a form of motive or desire that shows the employee's enthusiasm for carrying out their duties in accordance with

performance shows that the significance value is proven to be smaller than the alpha value of 5% or  $0.028 < 0.050$ , so it can be interpreted that job satisfaction is proven to have an influence on employee performance at the Lampung Province Revenue Service

their respective fields. In relation to job satisfaction, employee motivation arises when the employee's needs have been met, including physiological needs, the need for security, the need for socialization, the need for esteem and the need for self-actualization. This means that how much motivation an employee has in carrying out their duties will determine how much job satisfaction they feel. So, to increase job satisfaction felt by employees, leaders need to pay attention to the level of employee motivation in carrying out their duties. The results of this research are consistent with research by Wijiasih et al (2020), which concluded that work motivation was proven to influence job satisfaction of employees of the Sleman Regency Manpower Service. Ratnasari and Dewi (2012) also proved that work motivation has an influence on employee job satisfaction at the Tabanan Regency Manpower and Transmigration Service. Furthermore, Kadir (2017) showed that work motivation was proven to influence the job satisfaction of employees of the Indonesian Ministry of Manpower.

The results of this research show that work culture is proven to have an influence on the level of employee performance achievements, meaning that the better the work culture is proven to have a better impact on employee performance achievements at the Lampung Province Revenue Service and vice versa. This means that the work culture that is developing within the organization is closely related to the behavior and attitudes shown by employees based on their habits and will then lead to the level of employee performance achievement. This developing culture must of course continue to be controlled and supervised so that each individual employee can follow every regulation, policy, value and norm that applies within the organization so that effective communication and cohesive teamwork can be established in achieving organizational goals. The research results are consistent with

Mutmainah and Djaelani (2017), who concluded that work culture has been proven to influence employee performance at the Malang City Manpower Service. Likewise, Muamar (2017), shows that work culture has proven to influence employee performance at the Central Sulawesi Province Manpower and Transmigration Service. Furthermore, Wahyuni (2015), proved that work culture has been proven to influence employee performance in the financial section of public sector organizations in the Tasikmalaya City Government.

The results of this research show that work motivation is proven to influence employee performance, meaning whether employees are motivated or not motivated at work is proven to have an impact on employee performance achievements at the Lampung Province Revenue Service. This means that work motivation functions as an incentive for employees to carry out a series of behavioral processes to achieve goals which contain elements that include the elements of generating, directing, maintaining, showing intensity, being continuous and having a goal in the place where the employee works. With work motivation, it will become a driving force that creates enthusiasm for an employee's work so they want to work together, work effectively and integrated to achieve optimal work results. Work motivation is a factor that influences employees to behave in their work, so that work motivation becomes a process that shows individual intensity, direction and perseverance as an effort to achieve the goals set by the organization. So, in this case, to increase employee performance achievements, leaders need to pay more attention to the level of employee motivation when carrying out the tasks given, such as by giving high-achieving employees the opportunity to develop their

## 5. CONCLUSIONS

This research examines the influence of work culture and work motivation on the satisfaction and performance of government employees at the Lampung Province Revenue Service. The results of this research prove that work culture has an influence on the level of employee job satisfaction, meaning that the

careers so that performance achievements in the form of employee managerial abilities increase. The research results are consistent with Rahmawati and Gilang (2017), namely that work motivation is proven to influence employee performance at the West Java Province Manpower and Transmigration Service. Leuhery (2020), shows that work motivation has been proven to influence the performance of Ambon City Manpower Department employees. Furthermore, Sugiarto (2020), concluded that work motivation was proven to influence the performance of employees of the South Ogan Komering Ulu Manpower and Transmigration Service.

The research results show that job satisfaction is proven to have an influence on employee performance, meaning that whether employees are satisfied or dissatisfied with their work is proven to have an impact on employee performance achievements at the Lampung Province Revenue Service. This means that a high level of job satisfaction will encourage an employee to always devote energy, thoughts and time to the successful achievement of organizational goals. On the other hand, if these needs are not met, dissatisfaction at work will arise. The consequences of this dissatisfaction include decreased levels of employee productivity and achievement. So that in achieving optimal organizational goals, employee job satisfaction becomes an important aspect to pay attention to in improving employee performance achievements. The results of this research are consistent with Sudiyanto (2020) proving that work motivation has been proven to influence employee performance at the Banyuasin Manpower and Transmigration Service. Kadir (2017) shows that work motivation is proven to influence job satisfaction of employees of the Indonesian Ministry of Manpower.

better the work culture is proven to have a better impact on employee job satisfaction at the Lampung Province Revenue Service. Work motivation has been proven to influence the level of employee job satisfaction, meaning that the more motivated employees are at work, the more it has been proven to have an impact on



employee job satisfaction at the Lampung Province Revenue Service and vice versa. Work culture is proven to have an influence on the level of employee performance achievement, meaning that the better the work culture is proven to have a better impact on employee performance achievements at the Lampung Province Revenue Service. Work motivation has been proven to influence employee performance achievements, meaning

that the more motivated employees are at work, the more impact it will have on employee performance at the Lampung Province Revenue Service. Job satisfaction has been proven to have an influence on employee performance achievements, meaning that the more satisfied employees are at work, the more it has been proven to have an impact on employee performance at the Lampung Province Revenue Service.

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