

Determinant Factors Work Culture and Work Climate on Team Performance in Branch of the Central Aceh Region Education Service

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Abstract

The research was conducted to determine the hypothesis test for each variable studied. The data analysis was used by multiple linear regression equations and determination coefficients, t-test, and F-test of 36 Central Aceh Regency Regional Education Office, Provincial Branch respondents. The results of the study show based on a partial test that variables X1 and X2 have a positive and significant effect on employee performance, namely the Y variable at the Central Aceh Regency Regional Branch Education Office. Meanwhile, the simultaneous test that work culture (X1) and work climate (X2) have a significant effect on employee performance at the Central Aceh Regency Regional Education Office Branch, from the t and f tests show that there is a strong relationship of independent variables to dependent variables, although the ability of independent variables to affect dependent variables is 0.723 and the rest is influenced by other variables that are not observed in this study.

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1. Introduction

In various aspects, of course, human resources are needed who have the capability and ability to carry out their duties well even under pressure. Work culture is an important issue in optimizing, the issues include work norms that must be applied to meet work standards. Furthermore, low job responsibilities can affect an agency's culture and work climate. Cultural factors and the work climate of employees are important things to pay attention to. This certainly avoids the existence of disharmonious relationships between work teams. One study (Puspita, 2018), (Furqon & Winarsih, 2024) explains that of Work culture on average is in a strong category, and work climate on average is in a good category. Work climate consists of three indicators, namely loyalty, devotion and action. The indicator has the highest score with an average score of 4.1. This shows that the average employee agrees with the indicator, namely that employees have very high loyalty to the company and

employees have good actions towards the work provided by the company. (Firmansyah, 2016) and (AFFANDI, n.d.)

Work Culture explains how parts of an agency view other parts and how each department behaves as a result of these views. According to (Wibowo, 2013) that organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms and expectations that are mutually accepted by members of the organization. At the root of every organizational culture is a set of core characteristics that are valued collectively by the organization's members." Organizational culture is defined as the values, assumptions, beliefs, philosophy, organizational habits, and so on, (content of work culture) developed over a long period by the founders, leaders and members of the organization, socialized and taught to new members and applied in activities. organization thereby influencing the mindset, attitudes and behavior of organizational members in serving consumers and achieving organizational goals. (Wirawan, 2007). Work culture and work climate are important things important when faced with efforts to increase employee loyalty it. If the work culture can be implemented well then loyalty will be formed. High level of employees and also if the work climate is created well then employee loyalty can be created well. (Rahmah & Ranu, 2013) This is in common with research (Santiari et al., 2020), (Furqon & Winarsih, 2024) regarding work climate culture that the work culture is rated high but in terms of attitude towards work, consistency in time, technology, individual responsibility and identity is still considered lacking, this does not mean there is no interaction but it is recommended to improve further, so the work climate is rated high by employees in the meter registrar section at X but in the case of cooperation in carrying out tasks is still considered lacking, but it is recommended to further improve and this is useful to facilitate completing tasks together.

According to (Haslam et al., 2020) states that work climate is defined as the perception of organizational policies, practices and procedures that are felt and accepted by individuals in the organization, or the individual's perception of the place of work. Work climate has a real influence on job satisfaction because work climate has real and positive values. (Diyanti et al., 2017), (Hartoyo, 2019) Work climate concerns the environment that exists or is faced by individuals in an organization which influences someone who carries out a task or a job (Aktaş et al., 2011) and (Riawati et al., 2022).

Because of this, each agency always has a unique working climate. Agencies tend to attract and retain people who suit their climate, On the other hand, if an individual considers the climate in their work environment to be unpleasant, it will have an impact on absenteeism in the sense of making employees lazy about working or wanting to change jobs.

2. Research Method

Population and Sample

The population in this study were 36 employees of the Central Aceh Regency Regional Education Office Branch, the sample was 36 respondents. To find out the score from the respondent's question, namely from 1-5, the variables are measured using a Likert scale which is broken down into the indicators used for each dependent variable and the indicators that will be used in this research:

Table 1. Operational Definitions of Variables

Variable	Variable operational definition	indicator	Scale
Work culture (X1)	Work culture is defined as a set of basic concepts or as a mental revolution that functions to make work more efficient and work relationships that exist between individuals in a group of people Ndraha (2005)	1. trust. 2. norma. 3. Values. 4. Behavior patterns. 5. Organizational habits. 6. Work ethic. 7. Code of ethics.	liked
Work Climate (X2)	Work climate is an environmental quality that arises from within the company and occurs continuously, experienced by company employees, thus influencing employee behaviour Wirawan (2007)	1. Responsibility 2. Individual Identity 3. Warmth between employees 4. Support Support 5. Conflict Conflict according to Kusnan	liked
Cinematic (Y)	(Veithzal Rivai, 2009), Performance is the real behaviour displayed by each person as a work achievement produced by employees by the quality of work.	1. Quality 2. Work Quantity 3. Implementation of Tasks 4. Responsibility	liked

Data analysis techniques using multiple linear regression in this research were carried out to determine the influence between variables X1 (Organizational Culture), and2 (Working climate), and Y (Employee performance). The data will be processed using SPSS version 19. The regression equation is as follows. The multiple linear regression equation according to (Kuantitatif, 2016) and (Wasilaine et al., 2014), (Teniro et al., 2022) Is as follows:

$$Y = a + b_1X_1 + b_2X_2 + \text{and}$$

- And = Employee Performance
- a = constant
- b1, b2 = regression coefficient
- X1 = Work Culture
- X2 = Work Climate
- And = error term error rate

3. Results and Discussion

1. Validity and Reliability Test

a. Validity Test

According to (Sugiyono, 2017), (Makbul, 2021) the validity test shows the degree of accuracy between the data that occurs on the object and the data collected by the researcher. To find the validity of an item, we correlate the item score with the total of these items. If the coefficient between the item and the total items is equal to or above 0.3 then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid. For more details, you can see the indicators for each variable below

Table 2. Validity test of the work climate variable

Variable	Item	r-count	r-Table	Information
Work Culture (X1)	B1	0,808	0.329	Valid
	B2	0,783	0.329	Valid
	B3	0,673	0.329	Valid
	B4	0,795	0.329	Valid
	B5	0,695	0.329	Valid
	B6	0,718	0.329	Valid
	B7	0,451	0.329	Valid
Working climate (X2)	IK1	0,648	0.329	Valid
	IK2	0,813	0.329	Valid
	IK3	0,857	0.329	Valid
	IK4	0,776	0.329	Valid
	IK5	0,855	0.329	Valid
Officer performance (Y)	K_1	0,652	0.329	Valid
	K_2	0,679	0.329	Valid
	K_3	0,769	0.329	Valid
	K_4	0,790	0.329	Valid

Source: Primary Data, 2022

From the table above, it can be concluded that all indicators in the work culture, work climate and team performance variables are declared valid

b. Reliability Test

Reliability shows the extent to which measuring instruments and measurement results can be relied upon and trusted. Reliability is an instrument that, when used several times to measure the same object, will produce reliable data

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Cronbach Alpha Coefficient	Information
Work Culture	0,836	0,60	Reliable
Work climate	0,842	0,60	Reliable
Employee performance	0,664	0,60	Reliable

Source: Primary Data, 2022

Based on the table above, it can be seen that the 3 variables studied have values. The results of the reliability test show that all question items from the 3 (three) variables studied are reliable because they have values. Cronbach Alpha > 0.60 such as the work culture variable with a Cronbach alpha value of 0.836 and a Cronbach Alpha coefficient of 0.60 with a comparison of $0.836 > 0.60$ so it can be concluded that the work culture variable is declared reliable, while the work climate and performance variables also have a Cronbach Alpha value > 0.60 so this variable is declared reliable

Based on Table 1, it can be seen that the significance number or probability value of the work culture variable is far above 0.005, while the significance number for work climate is far below 0.005 or 0.220. This shows that there is an influence between work climate work culture and team performance.

Table 4. ANOVA Linearity Test

ANOVA Linearity Test			Sum of Squares	df	Mean Square	F	Say.
performance * Work culture	Between Groups	(Combined) Linearity	3,459	8	,432	7,124	,000
		Deviation from Linearity	2,835	1	2,835	46,711	,000
			,624	7	,089	1,469	,220
	Within Groups		1,639	27	,061		
	Total		5,097	35			

Source: Appendix 2023

From the table above, it can be concluded that the deviation from linearity value is > 0.05 or 0.220, so there is a linear relationship between the work culture and work climate variables on employee performance at the Central Aceh District Education Office Branch. Can conclude that this variable is linear.

2. Test Multicollinearity and Normality Test

a. Multicollinearity Test

The multicollinearity test aims to test whether in the regression model there is a correlation between independent variables using correlation matrix analysis between independent variables. The results of the multicollinearity test can be shown in the following table:

Table 5. Multicollinearity Coefficients Testa

Multicollinearity Coefficients Test ^a							
Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	,777	,412		1,889	,068		
Work culture	,430	,133	,391	3,227	,003	,571	1,753
work climate	,418	,094	,541	4,456	,000	,571	1,753

a. Dependent Variable: kinerja

Source: Appendix 5

Based on the table above, it shows the results of the multicollinearity test. The research results show that all independent variables which include work culture and work climate have value Tolerance ≥ 0.10 or 0.571 and a VIF value ≤ 10 or 1.753, it can be concluded that the regression model used in the research does not contain multicollinearity.

b. Normality Test

The normality test in this research was carried out to test the normality of data from each variable using one sample Kolmogorov Smirnov. To test the normality of a study, one of the tools used is the Kolmogorov Smirnov test. The basic concept of the Kolmogorov Smirnov normality test is to compare the distribution of data (which will be tested for normality) with the standard normal distribution.

The basis for making normality test decisions is: If the significance value is > 0.05 then the residual value is normally distributed. And if the significance value is < 0.05 then the residual value is not normally distributed.

Table 6. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		36
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,20089490
Most Extreme Differences	Absolute	,108
	Positive	,108
	Negative	-,078
Test Statistic		,108
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Appendix 2023

From the table above it can be seen that if the significance value is > 0.05 then the residual value is normally distributed. And if the significance value is < 0.05 then the residual value is not normally distributed. so that in the Kolmogorov Smirnov table the sig value > 0.05 is obtained, namely 0.200. Thus it can be concluded that the data in this study is normally distributed

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality in the variance of the residuals from one observation to another. The methods used include using Glacier test, that is, if the test results obtain a calculated t value $< t$ table and probability significant > 0.05 , then the regression model does not have heteroscedasticity (Ghozali, 2006) and (Ningsih & Dukalang, 2019). The results of the heteroscedasticity test can be shown in the following table:

Tabel 7. Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Say.
	B	Std. Error	Beta		
1 (Constant)	-,418	,222		-1,887	,068
culture	,049	,072	,139	,684	,499
Work climate	,092	,050	,372	1,833	,076

a. Dependent Variable: abs_res

Source: Appendix 5

Based on the table above, the results of heteroscedasticity testing using the g testleases. The results of the research show that all independent variables which include work culture have a significance value of > 0.05 . Because the significance level is > 0.05 , it can be concluded that in the regression model used in this research there are no symptoms of heteroscedasticity. Meanwhile, there are no symptoms of heteroscedasticity in the work climate variable. Namely $0.499 > 0.05$ and $0.76 > 0.05$, so it can be concluded that there are no symptoms of heteroscedasticity.

3. Multiple Linear Regression Estimation and Significance Test

The multiple linear regression analysis in this research aims to determine the magnitude of the influence of the independent variables (work culture and work climate) on the dependent variable (employee performance). The results of the regression analysis were processed with the help of SPSS version 20. The results of the multiple linear regression equation used in this research are: This research is as follows:

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Tabel 8. Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Correlations		
	B	Std. Error	Beta				Zero-order	Partial	Part
1 (Constant)	,777	,412			1,889	,068			
Work culture	,430	,133	,391		3,227	,003	,746	,490	,296
work climate	,418	,094	,541		4,456	,000	,797	,613	,408

a. Dependent Variable: kinerja

Source: Appendix 6

Based on the table above, the resulting linear regression equation used in this research is as follows:

$$Y = 0,777 + 0,430X_1 + 0,418X_2$$

From the regression equation above, it can be concluded that the constant value is 0.777, indicating that if the work culture and work climate variables are constant (fixed), then the employee performance variable is 0.777, then the work culture coefficient (X1) is 0.430, which means that if the variable Work culture has increased by one unit, then performance will increase by 0.430 assuming other variables are constant (fixed) while the work climate coefficient (X2) is 0.418, which means that if the work climate variable work climate increases by one unit, then employee performance will increase by 0.418 assuming other variables are constant (fixed).

a. Coefficient of Determination (R²)

The determinant coefficient test (R²) is intended to find out how much the independent variable explains the dependent variable in regression analysis. The coefficient of determination (R²) value which is close to 1 (one) indicates that the independent variable provides almost all the information needed, which can be shown in the following table:

Table 9. Model Summaryb

Model	Model Summary ^b					Change Statistics			Sig. F Change
	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2		
1	,850 _a	,723	,20689	,723	43,040	2	33	,000	

a. Predictors: (Constant), work climate, work culture

b. Dependent Variable: performance

Source: Appendix 6

Based on the table above, it shows that the results of the Coefficient of Determination test (R²) shown Adjusted R Square of 0.723 or 72.3%. This means that 72.3% of the dependent variable, namely employee performance, is influenced by

independent variables, namely work culture and work climate, while the remaining 27.7% is influenced by other variables that are not observed in this research model. Meanwhile, the relationship between variables is 0.850, namely the very strong category.

b. Significance Test

1) Partial Test

The t test is used to determine the influence alone "partial" independent variable (Work Culture and work climate) on the dependent variable (employee performance). The significance of the positive influence can be estimated by comparing the P-value and 95% (0.05) or t-value table and tcount. T test for variable X1 "Work culture" obtained t valuecount = 3.227 and P-value level = 0.003. Using the significant limit $\alpha = 0.05$, we get ttable (95%; 36 -3) of 2.035. It can be seen that P-value > α or tcount > ttable, or 3.227 > 2.035. Thus hypothesis 1 is that work culture It has a partial and significant effect on employee performance at the regional education office branch in Aceh Tengah Regency. For the t test for the variable "X2"Work climate" is obtained by the t valuecount = 4.456 and P-value level = 0.000. Using the significant limit $\alpha = 0.05$ we get ttable (95%; 36 -3) of 2.035. It can be seen that P-value > α or tcount > ttable, or 4.456 > 2.035. Thus, hypothesis 2 is that work climate Partial and significant influence on employee performance at the Aceh Tengah Regency Education Service Branch is accepted

2) Simultaneous test (F test)

The overall significance of the regression model was tested by looking at the comparison between the F value table and Fcount. Apart from that, it can be seen from the significant value (sig) or probability value (P-value) below 0.05, the independent variable is declared to have a significant effect on the dependent variable. The F test is used to test the regression relationship between the dependent variable and the independent variable simultaneously. The testing criteria for the F test are if F-count \geq F-table then Ho is rejected, meaning the relationship is significant, otherwise if F-count \leq F-table then Ho is accepted, meaning the relationship is not significant.

Table 10. Simultaneous ANOVA Testa

Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	3,685	2	1,842	43,040	,000 ^b
	Residual	1,413	33	,043		
	Total	5,097	35			

a. Dependent Variable: kinerja

b. Predictors: (Constant), work climate, Work culture

Source: attachment 6

From the calculation results in the table above, the F valuecount is 43,040 while Ftable is 3.28. Where Fcount (43,040) > FTable (3.28). This shows that there is a

significant influence between the variables, work culture and work climate together which have a significant effect on employee performance. P-value $0.000 < 0.05$ with the third hypothesis being accepted that work culture and work climate have a partial and significant effect on the performance of employees at the Aceh Tengah District Education Service Branch was accepted

4. Conclusions

Based on the results of the research analysis that has been explained, conclusions can be drawn in this research:

1. Partially, work culture (X1) has a positive and significant effect on employee performance (Y) at the Central Aceh Regency Regional Branch Education Service.
2. Partially, work climate (X2) has a positive and significant effect on employee performance (Y) at the Central Aceh Regency Regional Education Office Branch.
3. Simultaneously, work culture (X1) and work climate (X2) have a significant effect on employee performance at the Central Aceh Regency Regional Education Office Branch
4. That the relationship between the independent variable and the dependent variable is very strong. while the ability of the independent variable to influence the dependent variable is 0.723 and the remainder is influenced by other variables that are not observed in this research model.

Recommendation

From the results of the research, it is recommended that the work culture variable as a whole is able to influence employee performance at the Central Aceh Regency Regional Education Office Branch, so this factor should receive the attention of superiors in improving performance. This is a matter of concern considering the influence of work culture and work climate on employee performance. These factors need to receive greater attention to improve their quality, including reward systems and recognition.

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