The Effect of Work Culture and Work Motivation on Employee Performance in the Transportation Department of Banyuwangi Regency

Andi Sucahyono[1*], Suwigyo Widagdo[2], Tamriatin Hidayah[3]

[1,2,3] Faculty of Economics and Business,Institute Teknology and Science Mandala, Indonesia
Corresponding Author: asandisy@gmail.com

Abstract

This study aims to analyze the effect of work culture and work motivation on employee performance in the Transportation Department of Banyuwangi Regency. The research was conducted using a quantitative approach with a sample of 31 employees, consisting of both civil servants and contract workers, selected through purposive sampling. Data were collected using questionnaires, interviews, observations, and documentation, and analyzed using multiple linear regression with SPSS version 26. The results show that both work culture and work motivation have a positive and significant effect on employee performance, both partially and simultaneously. The t-test results indicate that each independent variable significantly influences employee performance, while the F-test confirms that work culture and work motivation together contribute significantly to performance improvement. The adjusted R square value of 0.797 indicates that 79.7% of the variation in employee performance can be explained by work culture and work motivation. These findings highlight the importance of strengthening work culture and enhancing work motivation as key strategies to improve employee performance in public sector organizations.

Keywords: work culture, work motivation, employee performance, multiple linear regression analysis

1. Introduction

Human resources (HR) are the main asset that determines the success of an organization, both in the private and public sectors. In government organizations such as the Banyuwangi Regency Transportation Department, the role of HR is vital in supporting the achievement of the organization's vision and mission, particularly in providing optimal public services in the transportation sector. HR optimization does not only depend on the number of employees but also on their quality, professionalism, and the values upheld by each individual within the organization. One of the most influential factors affecting HR quality is work culture. Work culture is a set of values, norms, and habits believed in and practiced by employees in their daily activities, which ultimately shape their work behavior and work ethic (Widagdo et al., 2020). A good work culture can serve as the foundation for creating a harmonious, productive, and innovative work environment, thereby effectively driving the achievement of organizational goals.

A strong and positive work culture within a government organization can enhance a sense of community, cooperation, openness, and effective communication among employees. This is consistent with the research conducted by Puspita & Mujiati (2023), which shows that work culture has a significant impact on employee performance, where consistently applied work culture values can improve productivity and the quality of public services. Conversely, a weak work culture can lead to various issues, such as low motivation, lack of discipline, and declining employee performance. In the context of the Banyuwangi Regency Transportation Department, a work culture that does not support employees can be one of the main causes of declining employee performance, as reflected in ongoing public complaints about service quality, as well as the failure to achieve optimal productivity targets and employee attendance rates, particularly among non-permanent staff (PTT-PK/THL).

In addition to work culture, work motivation is also an important factor that influences employee performance. Work motivation can be defined as internal or external drives that influence the enthusiasm, passion, and productivity of employees in performing their duties (Mathis & Jackson,

2008). Research by Goni et al. (2021) and Mahardika et al. (2020) demonstrates that work motivation has a positive and significant impact on employee performance, with employees who have high motivation tending to exhibit better performance, greater responsibility, and the ability to contribute optimally to the achievement of organizational goals. However, low motivation can lead to decreased work enthusiasm, tardiness, and even employee absenteeism, as observed in the Transportation Department of Banyuwangi Regency, where the attendance rate of non-permanent employees (PTT-PK/THL) remains below the expected standard. This highlights the importance of efforts to enhance work motivation as one of the strategies to improve employee performance.

Employee performance is a key indicator in assessing the effectiveness and efficiency of an organization. Optimal performance from each individual will have a direct impact on the overall productivity of the organization. In the Transportation Department of Banyuwangi Regency, employee performance can be measured through various indicators, such as attendance rates, work productivity, and the realization of local revenue (PAD) generated. Previous research by Nabilah et al. (2023) and Hartono & Siagian (2020) also confirms that employee performance is significantly influenced by internal factors such as work culture and work motivation. However, there is still a gap between expectations and the realization of employee performance, one of which is caused by weak work culture and low work motivation. Therefore, this study is important to analyze the influence of work culture and work motivation on employee performance within the Transportation Department of Banyuwangi Regency. The results of this study are expected to contribute to efforts to improve human resource quality and organizational performance, as well as serve as a basis for more effective policy-making in the future.

2. Methods

Work culture

Work culture is a set of values, norms, and habits that are believed and practiced by employees in their daily activities, which ultimately shape employee work behavior and work ethic. A good work culture can be the main foundation for creating a harmonious, productive, and innovative work environment, thereby effectively promoting the achievement of organizational goals (Widagdo et al., 2020). Work culture values can originate from customs, religious teachings, norms, and rules that apply in society. In the context of public organizations, a strong work culture will increase a sense of togetherness, mutual cooperation, openness, and effective communication among employees (Puspita & Mujiati, 2023). Previous research also shows that work culture significantly influences employee performance (Sedarmayanti & Rahadian, 2018; Lidwina Mulinbota Moron et al., 2023). The work culture implemented in the Banyuwangi Regency Transportation Agency is expected to shape employee behavior that is professional, integrity-driven, and oriented toward public service.

Work motivation

Work motivation is an internal or external drive that influences the spirit, enthusiasm, and productivity of employees in carrying out their duties. Mathis & Jackson (2008) state that motivation is a desire within a person that drives them to act and achieve better goals. Work motivation can stem from intrinsic factors, such as the desire to achieve, or extrinsic factors, such as rewards and a supportive work environment (Siagian, 2016). Research by Goni et al. (2021) and Mahardika et al. (2020) proves that work motivation has a positive and significant effect on employee performance, where employees with high motivation tend to show better performance, are more responsible, and are able to contribute optimally to the achievement of organizational goals. Indicators of work motivation include drive, willingness, willingness to learn, skill development, responsibility, duty, and goals (Siagian, 2016).

Employee performance

Employee performance is a key indicator in assessing the effectiveness and efficiency of an organization. Performance can be defined as a measure of the level of achievement in carrying out the tasks and responsibilities assigned to employees, both quantitatively and qualitatively (Mangkunegara, 2015). Optimal performance from each individual will have a direct impact on the overall productivity of the organization. According to Nabilah et al. (2023), employee performance is greatly influenced by internal factors such as work culture and work motivation. Employee performance indicators include quality, quantity, and timeliness in completing tasks (Mangkunegara, 2015). Additionally, work behaviors such as service orientation, commitment, initiative, and

collaboration are also important aspects in evaluating employee performance, particularly within the Banyuwangi Regency Transportation Department, which is focused on public service.

The Relationship between Work Culture and Work Motivation on Employee Performance

Previous studies have proven that there is a significant relationship between work culture and work motivation on employee performance. Sedarmayanti & Rahadian (2018) found that work culture has a significant effect on employee performance in higher education environments. Research by Puspita & Mujiati (2023) also shows that organizational culture and work motivation simultaneously have a positive effect on employee performance. Goni et al. (2021) emphasized that work motivation has a positive and significant influence on improving employee performance. Therefore, it can be concluded that a good work culture and high work motivation are two important factors that must be managed optimally to enhance employee performance in the Transportation Department of Banyuwangi Regency.

Research Design and Data Sources

This study was conducted at the Banyuwangi Regency Transportation Office, located at Jalan KH Agus Salim No. 83-84, Mojopanggung Village, Giri District, Banyuwangi Regency, East Java, from June to July 2025. The population in this study included all employees of the Banyuwangi Regency Transportation Office, totaling 123 people, consisting of 62 Civil Servants (ASN) and 61 Non-Permanent Employees/Daily Workers (PTT/THL). The sample was determined using purposive sampling, which involves selecting 25% of the total population, in accordance with Arikunto (2013), who states that if the population exceeds 100 people, the sample size can range from 10% to 25%. Thus, the sample size used in this study was 31 employees. The type of research used was quantitative research, chosen because it aims to test the influence of independent variables, namely work culture and work motivation, on dependent variables, namely employee performance, using numerical data and statistical analysis (Kasiram, 2008; Hardani et al., 2020).

Data Collection Techniques

The researchers used several complementary data collection techniques to ensure that the data obtained in this study were valid, comprehensive, and reliable. These techniques were chosen to ensure that all aspects related to the research variables could be measured objectively and in depth. The data collection techniques used included: First, questionnaires were used as the main research instrument. The questionnaire was designed in a closed-ended format and based on the indicators of each research variable, using a 1–5 Likert scale to measure the respondents' level of agreement with each statement (Sekaran & Bougie, 2013 in Maesaroh, 2017). Through this questionnaire, systematic quantitative data was obtained from all respondents. The questionnaire consists of three main sections, as presented in Table 1.

No	Variable	Employee Perception/Statement Example	Source	Scale
1		I provide excellent service to the public		
2		I am responsible for every decision and action taken		
3		I continuously learn and develop my capabilities		
4	Work Culture (X_1)	I respect and appreciate colleagues and the community	Widagdo et al., 2020; PAN-RB, 2021	Likert 1-5
5		I am loyal and uphold the good name of the organization		
6		I am open to change and innovation		
7		I build synergy and collaborate with other units and stakeholders		
8		I have a strong drive to achieve work goals		
9	Work Motivation (X_2)	I am willing to help colleagues without being asked	Siagian, 2016; Mathis & Jackson, 2008	Likert 1-5
10		I am motivated to improve my skills and expertise		

No	Variable	Employee Perception/Statement Example	Source	Scale
11		I am responsible for the tasks assigned to me		
12		I have clear work plans and targets		
13		I always strive to improve the quality of my work		
14		I complete work according to the set targets		
15	Employee Performance (Y)	I provide fast and responsive service to the public	Mangkunegara, 2015	Likert 1-5
16		I take the initiative to improve work processes		
17		I work well together with colleagues		

Table 1. Main Questionnaire

Second, interviews were conducted to obtain additional data directly from respondents. These interviews aimed to explore more in-depth information related to the experiences, perceptions, and obstacles faced by employees at the Banyuwangi Regency Transportation Agency. Third, observations were conducted by directly observing work processes and interactions among employees in the field. Through observations, researchers could directly see how the implementation of work culture and work motivation influenced employee performance. Fourth, documentation was used to supplement research data by collecting relevant documents, reports, and literature. This documentation includes secondary data that can strengthen the analysis results, such as internal reports, attendance records, and references from previous studies (Widagdo et al., 2021). By combining these four techniques, this research is expected to produce valid and reliable data and provide a comprehensive picture of the influence of work culture and work motivation on employee performance at the Banyuwangi Regency Transportation Agency.

Data analysis methods
The data analysis method in this study was conducted in stages to ensure valid and accountable results. The analysis began with a descriptive analysis to describe the characteristics of the respondents and the distribution of responses for each variable. Next, validity was tested using Pearson Product Moment correlation and reliability was tested using Cronbach's Alpha, where the instrument was deemed valid if r > 0.30 and reliable if alpha > 0.6 (Sugiyono, 2017). After the instrument was deemed suitable, classical assumption tests were conducted, including normality tests, multicollinearity (VIF < 10 and Tolerance > 0.10), and heteroskedasticity (Ghozali, 2005). The data that met the criteria were then analyzed using multiple linear regression with the assistance of SPSS version 26 to test the influence of work culture (X_1) and work motivation (X_1) on employee performance (Y). The regression model used is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

where:
Y = Kinerja Pegawai
X_1 = Budaya Kerja
X_2 = Motivasi Kerja
β_0 = Constant
β_1, β_2 = Regression Coefficients
e = Error
(Sanusi, 2011).

Furthermore, data analysis was supplemented with a coefficient of determination (R^2) test, which was used to determine the extent to which independent variables could explain the variation in dependent variables (Sujarweni, 2015; Ghozali, 2018). Additionally, hypothesis testing is conducted, which includes the t-test (partial) and the F-test (simultaneous). The t-test is used to determine the effect of each independent variable on the dependent variable individually, while the F-test is used to determine the combined effect of the independent variables on the dependent variable (Sugiyono, 2017; Santoso, 2020).

Research Hypothesis

A hypothesis is a statement or tentative assumption made based on theory, observation, or previous research results, which must still be tested for validity through scientific research (Creswell & Creswell, 2018; Sugiyono, 2017). In this study, the hypotheses proposed are: (1) there is a positive and significant influence of work culture on employee performance in the Banyuwangi Regency Transportation Agency; (2) there is a positive and significant influence of work motivation on employee performance in the Banyuwangi Regency Transportation Agency; and (3) there is a positive and significant simultaneous influence of work culture and work motivation on employee performance in the Banyuwangi Regency Transportation Agency. These hypotheses are crucial as they form the basis for statistical testing, both partially (t-test) and simultaneously (F-test), so that the results of hypothesis testing will contribute to theoretical development, managerial decision-making, and policy recommendations relevant to the issues under investigation (Neuman, 2014).

In addition, the conceptual framework is a systematic description of the relationships between the variables studied in this research. This framework serves as a theoretical basis that facilitates the explanation of how these variables interact and influence each other. In this study, the conceptual framework was developed based on a literature review covering aspects of service quality and public service image. Consistent with the hypotheses and literature review, the conceptual framework is presented in Figure 1.
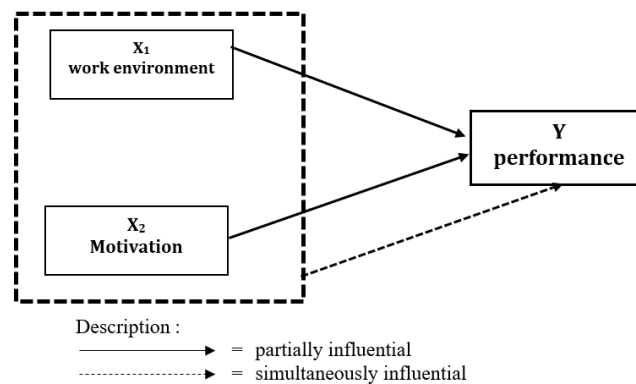
Figure 1. Conceptual Framework

3. Results and Discussion

Respondent Demographics

The profile of respondents in this study is important to provide an overview of the characteristics of individuals who are the main source of data. The respondents are from the Banyuwangi Regency Transportation Office, consisting of civil servants and PTT-PK/THL employees, with aspects covered including age, gender, education level, and length of service. The presentation of this profile is expected to clarify who the research participants are and strengthen the validity of the analysis results. A summary of respondent characteristics can be seen in Table 2.

No	Characteristic	Category	Frequency	Percentage (%)
1	Age (years)	27 – 37	12	38.7
		38 – 47	10	32.3
		48 – 58	9	29.0
	Total		31	100
2	Gender	Male	22	71.0
		Female	9	29.0
	Total		31	100
3	Last Education	High School	23	74.2
		Bachelor's	6	19.4
		Master's	2	6.4

	Total	31	100

Table 2. Summary of respondent characteristics
Source: Primary Data 2025

Based on Table 2, which summarizes the characteristics of the respondents, it can be interpreted that the majority of respondents in this study were in the 27–37 age group (38.7%), followed by the 38–47 age group (32.3%), and the rest were aged 48–58 (29.0%). This indicates that employees of the Banyuwangi Regency Transportation Department are predominantly of working age, though there is still a proportion of older employees, ensuring that diverse work experience is represented.

In terms of gender, the respondents were predominantly male, with 22 respondents (71.0%), while there were 9 female respondents (29.0%). This composition reflects that the work environment at the Banyuwangi Regency Transportation Department is still dominated by male employees, which generally aligns with the characteristics of jobs in the transportation sector, which often involve technical and field tasks.

Based on the highest level of education attained, the majority of respondents were high school graduates (74.2%), while 19.4% were bachelor's degree holders and only 6.4% were master's degree holders. This indicates that the majority of employees in the Banyuwangi Regency Transportation Agency have a secondary education background, but there are also employees who have pursued higher education. This diversity in educational levels is expected to provide diverse perspectives in addressing research questions related to work culture, work motivation, and employee performance.

Overall, the diverse characteristics of the respondents in terms of age, gender, and highest level of education indicate that the data obtained is sufficiently representative of the conditions of employees at the Banyuwangi Regency Transportation Department. This diversity also strengthens the validity of the research results as it is able to represent the various backgrounds and work experiences of the employees.

Data Quality Test

This data quality testing includes validity and reliability tests for each item in the questionnaire. The validity test aims to assess the extent to which each statement in the instrument can represent the concept being measured. Meanwhile, the reliability test is used to test the internal consistency of the instrument. Details of the validity and reliability tests can be seen in Table 3.

Variable	Indicator Code	Pearson Correlation (r)	r table	Sig. (2-tailed)	Description	Cronbach's Alpha
Work Culture	X1.1	0.545	0.355	0.000	Valid	0.931
	X1.2	0.631	0.355	0.000		
	X1.3	0.470	0.355	0.000		
	X1.4	0.710	0.355	0.000		
	X1.5	0.585	0.355	0.000		
	X1.6	0.649	0.355	0.000		
	X1.7	0.563	0.355	0.000		
Motivation	X2.1	0.547	0.355	0.000	Valid	0.931
	X2.2	0.434	0.355	0.000		
	X2.3	0.521	0.355	0.000		
	X2.4	0.449	0.355	0.000		
	X2.5	0.499	0.355	0.000		
	X2.6	0.440	0.355	0.000		
	X2.7	0.483	0.355	0.000		
	X2.8	0.479	0.355	0.000		
Performance	Y1	0.833	0.355	0.000	Valid	0.926
	Y2	0.829	0.355	0.000		
	Y3	0.842	0.355	0.000		
	Y4	0.875	0.355	0.000		
	Y5	0.830	0.355	0.000		
	Y6	0.872	0.355	0.000		

Table 3. Data quality test
Source: Primary data processed 2025

Based on Table 3 of the validity test results, all items in the Work Culture, Work Motivation, and Performance variables have Pearson Correlation (r) values greater than the table r (0.355) and significance values below 0.05, so all items are declared valid. Additionally, the Cronbach's Alpha values for all three variables are above 0.9, indicating that the research instrument has a very high level of reliability. Thus, the questionnaire used in this study is proven to be valid and reliable for measuring the variables under investigation.

Classical Assumption Test

Before performing multiple linear regression analysis, classical assumption tests were conducted to ensure that the data met the necessary statistical requirements. The classical assumption tests performed included normality tests, multicollinearity tests, and heteroscedasticity tests. Details of the classical assumption tests can be seen in Table 4.

Test	Indicator	Result	Limit/Criteria	Description
Normality	Asymp. Sig. (K-S)	0,200	> 0,05	Data is normally distributed
Multicollinearity	Tolerance (X1)	0,935	> 0,10	No multicollinearity
	Tolerance (X2)	0,994	> 0,10	No multicollinearity
	VIF (X1)	1,070	< 10	No multicollinearity
	VIF (X2)	1,006	< 10	No multicollinearity
Heteroscedasticity	Sig. (X1)	0,679	> 0,05	No heteroscedasticity
	Sig. (X2)	0,918	> 0,05	No heteroscedasticity

Table 4. Classical assumption tests
Source: Primary data processed 2025

Based on the results of the classical assumption test above, it can be concluded that the research data has met all statistical requirements for multiple linear regression analysis. The residual data is normally distributed, there is no multicollinearity between independent variables, and there is no heteroscedasticity. Thus, the regression model used in this study is feasible and valid for use in hypothesis testing and further analysis.

Multiple Linear Regression

Multiple linear regression analysis was conducted to determine the extent of the influence of independent variables, namely work culture (X_1) and work motivation (X_2), on the dependent variable, namely employee performance (Y). This analysis aimed to identify the relationship and contribution of each independent variable, both simultaneously and partially, in explaining variations in employee performance within the Banyuwangi Regency Transportation Agency. The regression equation obtained is as follows:

$$Y = -16,506 + 0,493X_1 + 0,423X_2 + e$$

where**:**
- Y : Performance
- X_1 : Work Culture
- X_2 : Work Motivation

Based on the results of the multiple linear regression analysis above, a regression equation with positive coefficients for the variables of work culture and work motivation was obtained. This indicates that every one-unit increase in work culture, assuming other variables remain constant, will increase employee performance by 0.493 units. Similarly, every one-unit increase in work motivation will increase employee performance by 0.423 units. The significance value for both independent variables is 0.000, which is less than 0.05, so it can be concluded that work culture and work motivation have a positive and significant effect on employee performance.

Hypothesis Testing

Hypothesis testing is used to determine the significance of the relationship between work culture (X_1) and work motivation (X_2) on employee performance (Y), both partially (t-test), simultaneously (F-test), and the extent to which these two independent variables contribute to explaining variations in employee performance (coefficient of determination/R^2). The t-test is used to test the influence of each independent variable separately, the F-test for their combined influence, and the coefficient of determination to assess how much the independent variables explain the

dependent variable. Summaries of the t-test, F-test, and coefficient of determination/R^2 can be found in Table 5, Table 6, and Table 7.

Variabel	calculated t	table t	Sig.	Description
Work Culture (X_1)	6,360	2,045	0,000	Significant, H1 accepted
Work Motivation (X_2)	5,953	2,045	0,000	Significant, H2 accepted

Table 5. Results of the t-test (partial)
Source: Primary data processed 2025

Sumber	calculated F	Table F	Sig.	Description
Regression	40,357	3,340	0,000	Significant, H3 accepted

Table 6. F Test Results (Simultaneous)
Source: Primary data processed 2025

Model	R Square	Adjusted R Square	Description
Regresi	0,818	0,797	79,7% of performance variation explained by the model

Table 7. Coefficient of Determination (R^2)
Source: Primary data processed 2025

Based on the t-test results, the calculated t-values for the work culture variable (6.360) and work motivation variable (5.953) were both greater than the table t-value (2.045) with a significance value of 0.000 (< 0.05). This indicates that both work culture and work motivation have a positive and significant partial effect on employee performance, thus accepting hypotheses H1 and H2. The F test results show a calculated F value of 40.357, which is much greater than the F table value of 3.340, with a significance level of 0.000 (< 0.05). This means that simultaneously, work culture and work motivation have a significant effect on employee performance, so hypothesis H3 is also accepted. Meanwhile, the coefficient of determination (Adjusted R Square) value of 0.797 indicates that 79.7% of the variation in employee performance can be explained by work culture and work motivation, while the remaining 20.3% is explained by factors outside the scope of this research model. Thus, the regression model used is highly effective in explaining employee performance within the Transportation Department of Banyuwangi Regency.

The Influence of Work Culture on Employee Performance
The t-test results in this study indicate that work culture has a positive and significant influence on employee performance in the Banyuwangi Regency Transportation Agency. The t-value for the work culture variable is 6.360, far exceeding the t-table value of 2.045, with a significance value of 0.000, which is less than the significance level of 0.05. This indicates that, statistically, the work culture implemented within the organization effectively enhances employee performance. In other words, any improvement in the application of work culture values, such as commitment to excellent service, responsibility, openness to change, and inter-agency synergy, will directly impact employee performance. This finding aligns with the research by Widagdo, Maulyda, & R (2020), which emphasizes that a strong work culture can create a conducive work environment, enhance a sense of ownership, and motivate employees to work more productively and responsibly. A positive work culture also plays a role in building employee integrity and professionalism, enabling organizational goals to be achieved optimally. Therefore, strengthening work culture is one of the key strategies that management must continue to implement to maintain and improve employee performance sustainably.

The Effect of Work Motivation on Employee Performance
Furthermore, the t-test results also show that work motivation has a positive and significant effect on employee performance. The t-value for the work motivation variable is 5.953, which is greater than the t-table value of 2.045, with a significance value of 0.000, which is also less than 0.05. These results indicate that high work motivation, whether intrinsic or extrinsic, encourages employees to work harder, with enthusiasm, and commitment in performing their duties. Employees with high motivation tend to have initiative, responsibility, and a desire to continue learning and developing, thereby positively impacting the achievement of targets and the quality of work outcomes. This finding is supported by the research of Goni, Manoppo, & Rogahang (2021), which

states that work motivation is one of the main factors influencing individual performance in an organization. High motivation not only increases productivity but also encourages employees to innovate and provide solutions to various challenges faced in their daily work. Therefore, efforts to enhance work motivation, such as providing rewards, training, and career development, are crucial to implement on an ongoing basis.

The Simultaneous Influence of Work Culture and Work Motivation on Employee Performance
The F-test results in this study indicate that work culture and work motivation simultaneously have a significant effect on employee performance. The calculated F value obtained is 40.357, which is much greater than the F table value of 3.340, with a significance value of 0.000, which is less than 0.05. Additionally, the coefficient of determination (Adjusted R Square) value of 0.797 indicates that 79.7% of the variation in employee performance can be explained by these two independent variables, while the remaining 20.3% is explained by other factors outside the scope of this study. These results confirm that the combination of a positive work culture and high work motivation collectively contributes significantly to improving employee performance. This finding is consistent with the research by Puspita & Mujiati (2023), which states that the synergy between work culture and work motivation creates a harmonious, productive, and highly competitive work environment. In the context of public organizations, such as the Banyuwangi Regency Transportation Department, strengthening these two factors is crucial to ensuring the effective and efficient achievement of organizational goals. Therefore, management must continue to promote the internalization of work culture values and maintain employee motivation through various human resource development programs.

4. Conclusion

Based on the results of a study conducted on employees of the Banyuwangi Regency Transportation Agency, it can be concluded that work culture and work motivation have a positive and significant effect on employee performance, both partially and simultaneously. Statistical analysis shows that the work culture implemented in the organizational environment can significantly improve employee performance, where the t-value for work culture far exceeds the t-table value and the significance value is below 0.05. Similarly, work motivation has been proven to be an important factor that encourages employees to work harder, with enthusiasm, and take responsibility, as reflected in the t-value and significance that also meet statistical criteria. Simultaneously, work culture and work motivation together contribute significantly to improving employee performance, as indicated by the F-value being far greater than the F-table value and the significance level being very small. The coefficient of determination (Adjusted R Square) value of 0.797 indicates that 79.7% of employee performance variation can be explained by these two variables, while the remainder is influenced by factors outside the scope of this research model. These findings confirm that strengthening work culture and increasing work motivation are key strategies that management must continue to pursue in order to improve employee performance within the Banyuwangi Regency Transportation Agency in a sustainable manner.

References

Arikunto, S. (2013). *Prosedur penelitian suatu pendekatan praktik*. Jakarta: Rineka Cipta.Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25* (9th ed.). Semarang: Badan Penerbit Universitas Diponegoro.

Goni, H. G., Manoppo, W., & Rogahang, J. (2021). Pengaruh motivasi kerja terhadap peningkatan kinerja karyawan pada PT. Bank Rakyat Indonesia Cabang Tahuna. *Productivity*, 2(4), 330–335.

Hardani, et al. (2020). *Buku metode penelitian kualitatif & kuantitatif*. Yogyakarta: Pustaka Ilmu.

Hartono, T., & Siagian, M. (2020). Pengaruh disiplin kerja dan pelatihan terhadap kinerja karyawan di PT BPR Sejahtera Batam. *Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi (JMBI Unsrat)*, 7(1), 220–237.

Kasiram, M. (2008). *Metodologi penelitian kualitatif-kuantitatif*. Malang: UIN-Maliki Press.

Lidwina Mulinbota Moron, Henrikus Herdi, & Yoseph Darius Purnama Rangga. (2023). Pengaruh budaya kerja terhadap kinerja karyawan koperasi simpan pinjam Ikamala. *Jurnal Kompetitif*, 12(1), 1–14.

Mahardika, R., Hamid, D., & Ruhana, I. (2020). Pengaruh motivasi kerja terhadap kinerja (survei karyawan pada PT. Axa Financial Indonesia Sales Office Malang). *Jurnal Mitra Manajemen*, 4(2), 1–10.

Mangkunegara, A. P. (2015). *Manajemen sumber daya manusia perusahaan*. Bandung: Remaja Rosdakarya.Mathis, R. L., & Jackson, J. H. (2008). *Human resource management* (12th ed.). Mason: Thomson South-Western.

Nabilah, F., Rahwana, K. A., & Wibawa, G. R. (2023). Pengaruh gaya kepemimpinan dan disiplin kerja terhadap kinerja karyawan. *Distingsi*, 1(4), 31–45.

Puspita, K. D., & Mujiati, N. W. (2023). Pengaruh gaya kepemimpinan transformasional, motivasi kerja, dan budaya organisasi terhadap kinerja karyawan di Lembaga Perkreditan Desa (LPD) Desa Pakraman Padangsambian. *Journal of Economics and Business*, 7(2), 1364–1374.

Santoso, S. (2020). *Menguasai statistik di era revolusi industri 4.0 dengan SPSS 25*. Jakarta: PT Elex Media Komputindo.

Sedarmayanti, S., & Rahadian, N. (2018). Hubungan budaya kerja dan lingkungan kerja terhadap peningkatan kinerja pegawai pada lembaga pendidikan tinggi. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu dan Praktek Administrasi*, 15(1), 63–77.

Siagian, S. P. (2016). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.

Sujarweni, V. W. (2015). *SPSS untuk penelitian*. Yogyakarta: Pustaka Baru Press.

Sugiyono. (2017). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.

Widagdo, S., Maulyda, M. A., & R, K. (2020). *Penilaian kinerja, budaya kerja & kepemimpinan optimalisasi peningkatan*