

The Effect of Organizational Culture, Competence and Motivation on the SMEs Performance in the Covid-19 Post Pandemic and Digital Era

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Abstract - The purpose of this study was to analyze the influence of employee work culture on employee performance, the effect of work motivation on performance and the effect of competence on employee performance in the Covid-19 post pandemic and digital era. This research method is a quantitative method with a survey, the respondents to this study were 390 SMEs owners who were selected by simple random sampling. The research data was obtained by distributing online questionnaires via social media. The questionnaire was designed using a Likert scale of 1 to 7. Analysis of research data used structural equation modeling (SEM) with the SmartPLS 3.0 software data processing tool. The stages of data processing are validity, reliability and hypothesis testing. The variables to be examined are work culture, motivation and competence as independent variables and performance as the dependent variable. The results of the research hypothesis test show that work culture has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and competence has a positive and significant effect on employee performance in the Covid-19 post pandemic and digital era.

Keywords: Organizational Culture, Competence , Motivation , SMEs Performance , Covid-19 Post Pandemic , Digital Era

Introduction

SMEs have an important role in the Indonesian economy. In fact, the number of SMEs has increased from 2015 to 2020 by 9% or as many as 4,931,285 units. In addition, SMEs have an important role for the community with the ability to provide employment, be able to absorb productive workforce, and be able to provide additional income for the community. [Suryoto \(2022\)](#); [Srikaningsih et al. \(2015\)](#) stated that business actors have several obstacles such as product marketing, technology, financial management, quality of human resources and capital. This problem is in line with the quote by [Pryanka and Yolandha \(2020\)](#) in the implementation of SMEs also has several limitations such as capital (40%), marketing (15%), availability of raw materials (13%), skills (10 %) and permits (2%). With that, the problems the performance of SMEs is constrained. SMEs as the driving force of an Indonesian economy needs to improve performance so that it can achieve goals in the organization and contribute more in the Indonesian economy. SMEs need receive special attention such as mentoring to the availability of sufficient capital for them able to compete with larger businesses.

Human resources in the organization must have good performance orientated towards the vision, mission, goals and objectives of the organization. For that we need qualified human resources, as an effort to improve the quality of Human Resources, good education is needed, as well as the existence of other supporting social facilities. According to [Arifin et al. \(2015\)](#) One of the big challenges of government organizations today is carrying out performance effectively and efficiently because so far government agencies have been identified with slow performance. Organizational culture can help employee performance, because it creates an extraordinary level of motivation for employees to give their best abilities. in taking advantage of the opportunities presented by the organization. According to research [Achmad et al. \(2017\)](#) organizational culture is a combination of values, assets, beliefs, communication and simplified behavior that provides direction to society. The basic idea of culture emerges through various learning processes that are based on the proper allocation of resources. According to research by [Aliyu et al. \(2014\)](#) everyone is displayed with various characteristics and styles of behavior, various business organizations also come with their cultural heritage to influence the organization's operations. If each individual understands the organizational culture correctly, organizational performance will increase and employees will feel motivated in carrying out their organizational work. Work motivation is one of the factors that determine the increase in employee performance. With high work motivation, employees will work harder inside carry out his work. Motivation is a situation in the person that encourages the individual's desire to carry out certain desires in order to achieve goals. According to the results research conducted by [Astuti et al. \(2020\)](#); [Arifin et al. \(2015\)](#) shows that work motivation can affect employee performance, where if work motivation increases, the performance obtained will increase.

According to [Erlangga et al. \(2021\)](#); [Jufrizen et al. \(2021\)](#) some factors can affect human resources in carrying out their performance. There are factors that come from both outside and within him. One of the problems faced by all companies today is the handling of the low quality of human resources. If a large quantity of human resources can be used effectively and efficiently, it will be useful to support the implementation of goals in a company in a sustainable manner. According to [Kurniasih et al. \(2022\)](#) the large number of existing human resources requires thinking carefully, namely how to optimally utilize human resources within a company. Therefore, the success of managing a company is largely determined by the utilization of human resources. Human resources are very important in determining the survival of a company. According to [Kalogiannidis et al. \(2021\)](#); [Mayastinasari \(2022\)](#) a good, growing and developing company will focus on human resources to carry out its functions optimally, especially in facing the competition that occurs. Thus the ability and skills of human resources in doing the job is needed.

According to [Kalogiannidis et al. \(2021\)](#); [Kurniasih et al. \(2022\)](#) the world of work increasingly demands excellent service to customers and is also increasingly competitive in the development of today's modern organizational management. The characteristic of the modern world of work is showing performance in accordance with the dynamics of work that are constantly changing in achieving organizational goals. The need for potential human resources in the modern world of work requires human resources as employees who have reliable, independent and professional abilities. This is caused by external and internal constraints on the main tasks and functions of employees that occur in carrying out various

improvements and improvements to the quality of human resources from these employees, especially in increasing employee work competencies. According to [Mayastinasari \(2022\)](#) Motivation is a motive that encourages individuals to optimize their achievements towards achieving high performance achievements in competence with standards of excellence through hard work. Competence is a combination of skills, abilities and knowledge needed to carry out a specific task, it is also a set of behaviors or actions of a person which includes general abilities, skills and knowledge about policies, rules and guidelines for carrying out tasks, which can be observed and researched. The formation of managerial competence is not only determined by the initial competence possessed by employees in accordance with the field of higher education only. According to [Erlangga et al. \(2021\)](#) organizational culture includes a feeling of involvement in work, loyalty, and trust in organizational values, for this reason the organization has an important role in increasing individual commitment, namely by ensuring individuals are motivated and satisfied with their work. Job satisfaction is a very personal thing, meaning that the one who can feel the most is the one concerned and it is not always the same between one person and another, therefore job satisfaction needs to be considered by the organization because job satisfaction is a criterion for measuring the success of the organization in meet the needs of its members.

Literature Review

Organizational Work Culture

The notion of culture, which means working the land, cultivating and tending the fields. According to [Kalogiannidis et al. \(2021\)](#); [Mayastinasari \(2022\)](#) Work culture is a philosophy and view of life as values that become habits in the life of an organization. Organizational work culture includes quality and optimal development, planning, production and service. In simple terms, work culture is defined as a person's perspective in giving meaning to work. Actualization of work culture, among others, can be seen in the following: a) Understanding of the meaning of work; b) Attitude towards work or what is done; c). Attitude towards work environment; d) Attitude against time; e) Attitude towards the tools used for work; f) work ethic; g) Behavior when working or making decisions. According to [Mulang et al. \(2021\)](#) state that organizational culture is a form of beliefs, values, ways that can be learned to cope with and live in an organization, organizational culture tends to be realized by members of the organization. According to [Saputra et al. \(2022\)](#); [Setyoko et al. \(2022\)](#) states that corporate culture or management culture or also known as work culture are the dominant values that are disseminated within the organization and referred to as the employee's work philosophy. According to [Purwanto et al. \(2021\)](#) the cultural forms that emerge in work groups in companies come from a variety of sources, including: from the stratification of the social class from which workers/employees originate, from technical sources and types of work, the psychological climate of the company itself created by employers, directors and managers behind the cultural climate of workers in small informal groups.

Motivation

Motivation is also referred to as a driver, desire, support or needs that can make someone excited, so they can act and act in certain ways that will lead to optimal results. Organizations in providing encouragement and moving people so that employees are willing to work as much as possible, it is necessary to strive for communication and participation from all

parties concerned. For this reason, expertise from leaders is needed to motivate their subordinates to be able to work in accordance with the directions given. Kindly The meaning of the word motivation means giving motive or encouragement. Someone doing an action generally has a motive. Someone did something on purpose, of course there is a purpose or purpose that drives him to take an action. According to [Purwanto et al. \(2021\)](#); [Saputra et al. \(2022\)](#); [Setyoko et al. \(2022\)](#) explained psychologically, a very important aspect of work leadership is the extent to which leaders are able to influence the work motivation of their Human Resources so that they are able to work productively with full responsibility. According to [Mulang et al. \(2021\)](#); [Paais et al. \(2020\)](#) motivation, Competence and states that motivation means the whole process of giving work motivation to subordinates in such a way that they want to work sincerely in order to achieve organizational goals efficiently and economically. According to [Kalogiannidis et al. \(2021\)](#); [Mayastinasari \(2022\)](#) defines work motivation as something that creates encouragement or enthusiasm for work. Encouragement or energy is the movement of the soul and body to do so that the motive is a driving force that moves humans to behave and that action has a specific purpose.

Competence

According to [Purwanto et al. \(2021\)](#); [Saputra et al. \(2022\)](#); [Setyoko et al. \(2022\)](#) competence has a different meaning. Competence refers to work while competency refers to people; competence focuses on the tasks and results required for a job, while competency focuses on identifying competency characteristics in the meaning of competency, although in reality the two terms are related considering that in the context of corporate life such companies have an important role in the management of a business. company. Many HR Management experts provide the concept of competence with different expressions and languages but almost the same meaning, namely that competence is the main and individual characteristics to produce superior performance in doing work. According to [Praditya \(2020\)](#); [Purwanto et al. \(2021\)](#) competency can be interpreted as an action or behavior that can be measured through a combination of knowledge, expertise and ability to do something. Competence is shown in the task context and is influenced by organizational culture and work environment, in other words competence consists of a combination of knowledge, skills and abilities needed to complete tasks and functions in the workplace.

Performance

According to [Paais et al. \(2020\)](#); [Praditya \(2020\)](#) An organization in achieving its goals is inseparable from the performance of each individual in the organization. Employees play a very important role in achieving organizational success. How well a leader manages the performance of his subordinates will directly affect the performance of individuals, work units and the organization as a whole. Employee performance can be interpreted as work performance or work results (output) both in quality and quantity achieved by employees per period in carrying out their duties in accordance with the responsibilities given to them. According to [Mulang et al. \(2021\)](#); [Purwanto et al. \(2021\)](#); [Saputra et al. \(2022\)](#) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in the context of efforts to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Performance appraisal is a method used to assess an employee's work performance whether it reaches the work target assigned to it. According to

Paais et al. (2020); Setyoko et al. (2022) the management system whose job is to evaluate employee work results or organizational performance as well as individual performance is carried out, which is called performance management.

Method

This research method is a quantitative method with a survey, the respondents to this study were 390 SMEs owners who were selected by simple random sampling. The research data was obtained by distributing online questionnaires via social media. The questionnaire was designed using a Likert scale of 1 to 7. Analysis of research data used structural equation modeling (SEM) with the SmartPLS 3.0 software data processing tool. The stages of data processing are validity, reliability and hypothesis testing. The variables to be examined are work culture, motivation and competence as independent variables and performance as the dependent variable.

Variable Indicators:

Motivation is the driving force that causes a person or organization to be willing and willing to mobilize their abilities in the form of expertise or skills, energy and also time to carry out various activities for which they are responsible and fulfill their obligations in the context of achieving predetermined organizational goals and objectives. The indicators are: Desire to progress, status, self-actualization, and responsibility. Competence refers to an individual capacity to do various tasks in a job. Competence based on the Window theory or commonly called the window theory, that every competency possessed by humans is observed or seen from 4 sides in the form of a window, namely: education, skills, work experience, and mastery of technology.). The indicators are: Discipline, skills, knowledge, and understanding. Work culture is a system of values, perceptions, behaviors and beliefs held by each individual employee and group of employees regarding the meaning of work and its reflection in activities to achieve organizational and individual goals. Work culture is important to develop because of its positive impact on achieving sustainable changes in the workplace including increasing productivity (performance). Work culture is derived from organizational culture. The indicators are: Rules, trust, professionalism, and distance from superiors

The research hypothesis is

H1: Work culture has a positive and significant effect on employee performance

H2: Work motivation has a positive and significant effect on employee performance

H3: Competence has a positive and significant effect on employee performance

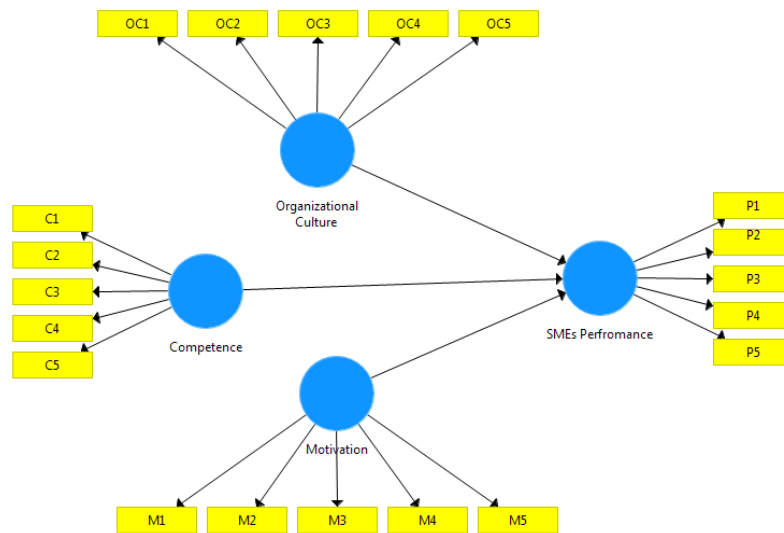


Fig 1. Research Model

Result and Discussion

Convergent Testing

Assessment of convergent validity is based on the correlation between the item score/component score estimated by the PLS software. The individual reflexive measure is said to be high if it correlates more than 0.70 with the construct being measured. However, for research in the early stages of developing a measurement scale, a loading value of 0.5 to 0.6 is considered sufficient (Purwanto et al. 2020). In this study, a loading factor limit of 0.60 will be used. The results of processing using SmartPLS can be seen in table 4.4. The value of the outer model or correlation between constructs and variables meets convergent validity because it has a loading factor value of 0.60. In conclusion, constructs for all variables can be used to test hypotheses.

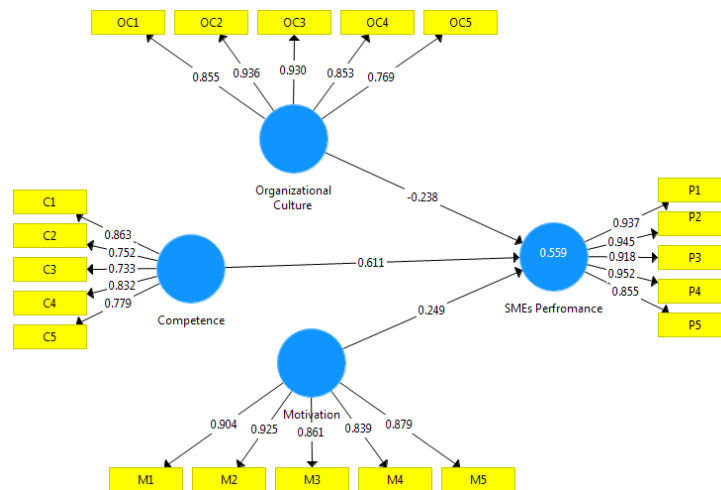


Fig 2. Convergent Testing

Reliability test

The next analysis after the validity test is the reliability test. The instrument reliability test was carried out to determine consistency with the regularity of the measurement results of an instrument even though it was carried out at different times, locations and populations. Construct reliability is measured by two different criteria, namely composite reliability and Cronbach's Alpha (internal consistency reliability). Construct is declared reliable if the value of composite reliability is more than 0.7 and the value of Cronbach's Alpha is more than 0.6. (Purwanto et al. 2020).

Table 1. Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture	0.898	0.875	0.817	0.645
Competence	0.818	0.819	0.876	0.619
Motivation	0.815	0.856	0.887	0.628
SMEs Performance	0.819	0.819	0.845	0.609

The validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. The construct is said to have high reliability if the value is 0.70 and the AVE is above 0.50. Table 1 will present the Composite Reliability and AVE values for all variables. Based on table 4.6 it can be concluded that all constructs meet the criteria of reliability, this is indicated by the composite reliability value > 0.70 and $AVE > 0.50$ as the recommended criteria

Significance t-test

T-test the significance of the structural path parameter coefficients. The critical value of Path coefficients indicated by the t value, for the hypothesis with two tails is 1.96 (5% significance level). The significance of the influence between latent variables can be seen from the statistical significance value. The significance value of the parameter coefficients can be calculated using the bootstrapping method. Bootstrapping is a non-parametric procedure that can be applied to test whether coefficients such as outer weight, outer loadings, and path coefficients are significant by estimating a standard error for their estimation. Bootstrapping in this test was carried out using a sub-sample with a significance level of 0.5

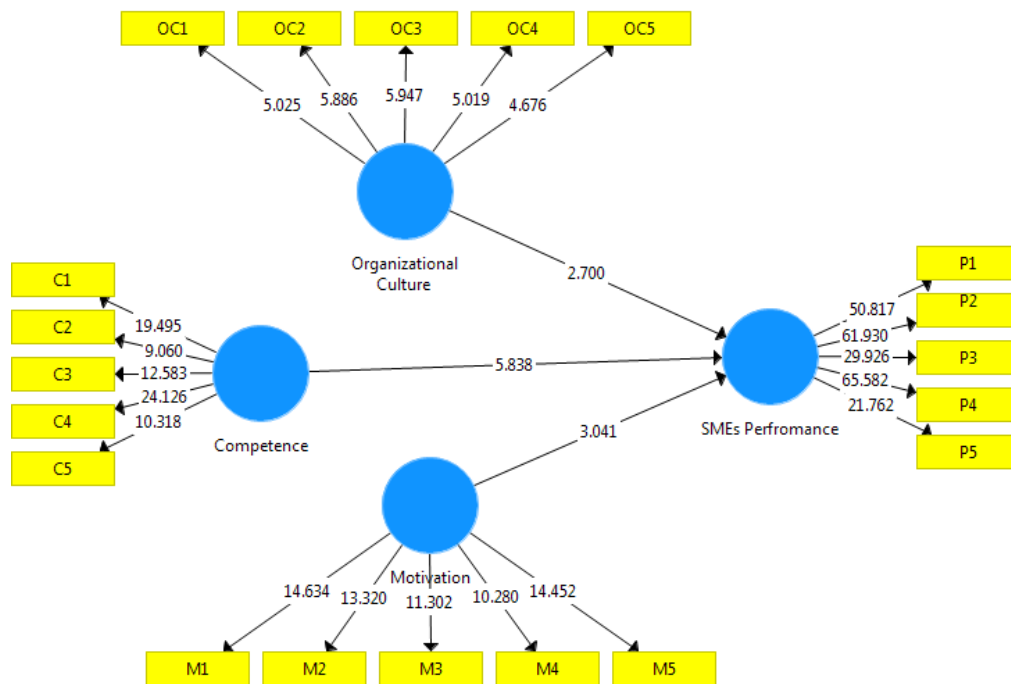


Fig 3. Hypothesis Testing

Table 2. Hypothesis Testing

	T Value	P Value	Sig
Organizational Culture - > SMEs Performance	2.700	0.001	Supported
Competence - > SMEs Performance	5.838	0.001	Supported
Motivation - > SMEs Performance	3.041	0.000	Supported

The Influence of Employee Work Culture on Employee Performance

Based on the results of hypothesis testing, it was obtained that the t value was $2.700 > 1.96$, so it was concluded that there was a positive and significant relationship. The influence of employee work culture on employee performance, employee work culture has a significant effect on employee performance. Research on employee work culture on employee performance has been carried out by [Astuti et al. \(2020\)](#); [Arifin et al. \(2015\)](#) obtained results that employee work culture and work motivation are very directly related to performance. Employee work culture and work motivation that are felt directly by employees can reduce performance or increase employee performance. This study aims to determine which of the two factors is very dominant in influencing employee performance. The results of the research conducted by this writer provide reinforcement for the results of research conducted by previous researchers that competence has the greatest effect on employee performance compared to other variables. The results of this study support the research conducted by [Achmad et al. \(2017\)](#) who also found that competency has a significant relationship to

employee performance. Competence that has been applied in this company is good enough. This condition indicates that the better the organizational culture, the better the performance. These results are supported by the results of the research conducted. According to [Astuti et al. \(2020\)](#); [Arifin et al. \(2015\)](#) that organizational culture has an important role in achieving organizational goals and can improve employee performance. This condition shows that organizational culture is able to have a direct influence on creating encouragement in employees. The research results that are relevant to this matter were carried out by [Astuti et al. \(2020\)](#); [Arifin et al. \(2015\)](#) and supported by the research results of [Astuti et al. \(2020\)](#); [Arifin et al. \(2015\)](#) where the results show that the application of a good organizational culture will positively and significantly increase employee motivation, so should a bad organizational culture negatively and significantly reduce employee motivation.

The Effect of Work Motivation on Employee Performance

Based on the results of hypothesis testing, it was obtained that the t value was $5.838 > 1.96$, so it was concluded that there was a positive and significant relationship. Effect of work motivation on performance, meaning that work motivation can support employee performance, work motivation partially has a significant effect on employee performance. From previous research it can be seen that this research shows the influence of work motivation variables on employee performance and thus this means that this research can strengthen previous research that work motivation is also one of the variables that can affect employee performance. The results of research conducted by [Sugiono et al. \(2021\)](#); [Wahjoedi et al. \(2021\)](#) that motivational variables have a significant effect on employee performance. The results of this study support research conducted by [Koesmono \(2012\)](#) who also found that motivation has a significant effect on employee performance. That means the leaders in this company, especially in the human resources section have an important and influential role in efforts to achieve levels of performance and employee satisfaction. This condition indicates that the better the work environment, the better the performance shown by employees. The work environment in an agency is important to pay attention to, with an adequate work environment it will certainly make employees feel at home working, so it will arise morale and enthusiasm of employees in carrying out their work so that employee performance will increase. These results are supported by research conducted by [Sriekaningsih et al. \(2015\)](#); [Sugiono et al. \(2021\)](#); [Wahjoedi et al. \(2021\)](#) if a company wants to improve employee performance through a work environment, what needs to be considered is providing an environment work that supports the creation of the expected harmonious and dynamic work.

The Effect of Competence on Employee Performance

Based on the results of hypothesis testing, it was obtained that the t value was $3.041 > 1.96$, so it was concluded that there was a positive and significant relationship. Competence has a significant effect on employee performance. Based on the results of previous research and discussion by [Sugiono et al. \(2021\)](#); [Wahjoedi et al. \(2021\)](#) that competence and work culture affect employee performance, this study shows that there is a significant influence of competence and work culture on employee performance [19]. Likewise the research conducted by [Sriekaningsih et al. \(2015\)](#) shows that there is a significant influence between work motivation and work culture satisfaction on employee performance. The results of this

analysis indicate that work motivation and work culture greatly influence employee performance. By observing previous research, this research is the author of and combines the previous variables combined into work culture, work motivation, competence on employee performance. This intends to determine the extent to which employees can understand the work culture in the company, how the motivation and competence of each employee. The results of this study support the research conducted by [Sriekaningsih et al. \(2015\)](#); [Sugiono et al. \(2021\)](#) who also found that competency has a significant relationship to employee performance. Competence that has been applied in this company is good enough.

The results of this study are in accordance with the results of [Jamali et al. \(2022\)](#); [Kalogiannidis et al. \(2021\)](#) where the results show that work motivation, work environment, and organizational culture both partially and simultaneously have a significant and positive effect on employee performance. An employee who has good performance can support the achievement of the goals and objectives set by the company. According to [Kurniasih et al. \(2022\)](#); [Mayastinasari \(2022\)](#) employee performance is a function of ability and motivation, where ability consists of skills, training and resources needed to perform tasks and motivation is described as an inner strength that drives individuals to act on something. According to [Jamali et al. \(2022\)](#); [Kalogiannidis et al. \(2021\)](#); [Kurniasih et al. \(2022\)](#); [Mayastinasari \(2022\)](#) adds that the performance of employees in institutions/agencies is more motivated is those who have the drive to increase productivity, quality, quantity, and commitment.

Conclusion

Motivation has a significant effect on job satisfaction, competence has a significant effect on employee job satisfaction, work culture has a significant effect on employee job satisfaction. Based on the results of the research that has been described previously without forgetting all the limitations and deficiencies that are felt in this study, the researcher will put forward some suggestions related to the results of this study which might be used as input or material for consideration for those who wish to requires especially for the company efforts to improve employee performance, namely: 1. To improve work culture, employees must continue to better understand and interpret what corporate culture is by each employee. As well as to increase work motivation, the company needs to strive for continuous improvement, especially matters relating to improving harmonious relations between leaders and employees as well as relations between fellow employees so that it will create a comfortable work environment and further motivate employees at work so that performance can increase. And to improve competency, the company needs to strive for continuous improvement, especially matters related to improvement, especially in training that must be attended by all employees. With an increase in employee competence, it is expected to improve employee performance.

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