

## THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

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### Abstract

Organizational culture becomes an identity of a company. A good culture will have a positive impact on employee performance. This also applies when there is high employee motivation within a company. High employee motivation leads to improved employee performance. This research involved all 80 employees of PT Crea Cipta Cemerlang by distributing questionnaire to them. The sampling technique used was the study population, and the data were analyzed using SPSS version 16.0 with the multiple linear regression method. The results show that organizational culture and work motivation simultaneously influence employee performance. Organizational culture and work motivation also have a partial influence on performance. Organizational culture is a more dominant variable influencing employee performance compared to the motivation variable

Keywords: Organizational Culture, Work Motivation, Employee Performance

### Introduction

Performance is the result of work achieved by individuals in carrying out the tasks assigned to them, based on their skills, experience, sincerity, and time invested. According to Hasibuan (2005), performance is a combination of three important factors, namely the ability and interest of workers, acceptance of delegated task explanations, and motivation levels. The higher the level of these factors, the greater the employee's performance. Robinson and Judge (2013) added that employee performance is also influenced by social support and a positive work environment, which can increase employee morale and productivity.

The success of individual performance in the organization is driven by the motivation that exists within the individual. The success achieved by individuals is the result of the process of implementing activities that result in good performance and success in work. According to Prawirosentono (2011), the achievement of organizational goals can only be achieved through the efforts of the actors in it, so there is a close relationship between individual performance and organizational performance; when individual performance is good, organizational performance will also be good. Luthans (2011) also emphasizes that work motivation does not only come from internal factors, but is also influenced by external factors such as rewards and recognition from superiors, which can encourage employees to work better.

Work motivation is an important factor affecting employee performance. According to Hersey and Blanchard in Rivai (2010), performance is a function of motivation and ability. Employees with high motivation tend to show greater work enthusiasm, proactive attitude, and high commitment to the company (Hasibuan, 2016). According to Herzberg (2003), factors that motivate employees include achievement, recognition, responsibility, and opportunities for growth, all of which contribute to better performance. Thus, motivated employees will contribute more to the achievement of organizational performance.

Organizational culture reflects the values, norms, and practices that guide action and interaction in the work environment. A positive organizational culture can create a conducive work environment, increase employee engagement, and strengthen loyalty to the organization. Robbins and Judge (2017) mentioned that organizational culture serves as a behavior control tool that provides direction to

employees to achieve organizational goals. Thus, a strong culture can be a key driver in improving employee performance.

On the other hand, work motivation acts as the main driver that determines the level of effort and dedication of employees in carrying out their tasks. According to Herzberg's (1959) motivation theory, intrinsic factors such as rewards, recognition, and responsibility, as well as extrinsic factors such as salary and work environment, contribute to a person's motivation level. Motivated employees tend to show higher commitment, better productivity, and more frequent innovation compared to those who are not motivated. The relationship between organizational culture, work motivation, and employee performance is becoming increasingly relevant in the context of dynamic changes in the business environment. Organizations need to ensure that the internal culture supports the strategic vision and mission, while work motivation needs to be managed to face external challenges such as technological developments, customer needs, and regulatory changes. Previous research shows that a strong organizational culture and high work motivation significantly contribute to improved employee performance. However, their influence may vary depending on individual characteristics, job type, and industry sector. Therefore, it is important to understand how organizational culture and work motivation can be managed synergistically to create optimal performing employees.

This study aims to analyze the effect of organizational culture and work motivation on employee performance at PT Crea Cipta Cemerlang. The study used multiple linear regression methods and involved all 80 employees as respondents. The results showed that organizational culture and work motivation simultaneously had a significant effect on employee performance. However, organizational culture has a more dominant influence than work motivation in determining employee performance (Gibson et al., 2012). Schein (2010) explains that organizational culture includes values and assumptions that underlie individual behavior in the organization, which if managed properly can create a productive and collaborative work environment. This finding is in line with previous research which states that organizational culture and work motivation are interrelated in influencing employee performance. Therefore, companies need to build a strong organizational culture and create a work environment that can increase employee motivation to achieve optimal performance.

### **Theoretical studies**

Organizational culture is a set of values, norms, beliefs, and behaviors that develop in the organization and guide members in carrying out tasks and dealing with work situations (Robbins & Judge, 2013). A positive organizational culture can create a conducive work environment, motivate employees, and encourage collaboration. These factors contribute directly to improved individual and organizational performance.

Work motivation is an internal and external drive that influences the spirit, direction and level of effort of a person in achieving work goals. High motivation can encourage employees to give their best performance, overcome obstacles, and meet organizational expectations. Employee performance refers to the level of individual contribution to organizational goals, which includes quantity and quality of output, timeliness, and efficiency. According to Robbins and Judge (2019), a supportive organizational culture and high work motivation are two key factors that influence employee performance.

Organizational culture and work motivation are two complementary factors in influencing employee performance. A positive organizational culture creates a supportive environment, while high work motivation provides the drive to achieve organizational goals. By understanding and managing these two factors, organizations can improve the productivity, efficiency and well-being of their employees. In the context of leadership in educational institutions, the principal in achieving his goals must carry out managerial functions that are adapted to the organizational climate (Rafid, R., et.al, 2024).

### **Research Methods**

The type of research used is a causal relationship (causal relationship), namely how a variable affects, or is responsible for changes in other variables. The goal is to verify, namely to test theories with hypothesis brokers using statistical techniques, (Yatim, 2010: 152). The population used is all employees of PT Crea Cipta Cemerlang Surabaya as many as 80 people who are divided into 4 (four) main divisions and additional employees in assisting

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daily tasks at the office. The total number of research samples was 80 research respondents from all employees of PT Crea Cipta Cemerlang Surabaya with the sampling technique used was population research. The variables used in the study are independent and dependent variables. The independent variable consists of organizational culture (X1), work motivation (X2) while the dependent variable is employee performance (Y).

### **Data analysis and Discussion**

This study reveals that both organizational culture and work motivation have a significant effect on employee performance at PT Crea Cipta Cemerlang. Through multiple linear regression analysis, it was found that both variables make a positive contribution to improving employee performance, both simultaneously and partially. This means that increasing organizational culture and work motivation together will have a greater positive impact on employee performance. However, from the results of the study it is also known that the influence of organizational culture is more dominant than work motivation in influencing employee performance.

In detail, organizational culture is proven to be the most powerful factor in influencing employee performance. This can be seen from the regression coefficient value which shows that the organizational culture variable has a greater influence on employee performance than the work motivation variable. This finding is in line with the opinion of Robbins and Judge (2013) which states that organizational culture is a system of values, norms, and beliefs shared by all members of the organization, which serves as a guide for behavior in achieving common goals. A strong organizational culture creates a clear corporate identity and makes employees feel an integral part of the organization. With a positive culture, employees tend to have high loyalty, feel valued, and are motivated to work better to achieve organizational success.

A good organizational culture also plays a role in creating a conducive work environment and supporting employees to develop. For example, a culture that emphasizes innovation and creativity will encourage employees to come up with new ideas and take initiatives in their work. Conversely, a culture that values collaboration and teamwork will strengthen relationships between employees, creating a good synergy in completing tasks. This explains why organizational culture has a great influence on employee performance.

On the other hand, work motivation is also proven to have a significant influence on employee performance, although the impact is not as great as organizational culture. Luthans (2011) explains that work motivation is an internal and external drive that influences employee behavior in achieving organizational goals. Motivated employees tend to have high morale, are oriented towards achieving maximum results, and have a greater commitment to their work. Work motivation can be influenced by various factors, such as the rewards provided by the company, career development opportunities, and a supportive work environment. Employees who feel appreciated for their contributions and have the opportunity to develop will be more motivated to work better, which in turn has a positive impact on their performance.

The F test results show that organizational culture and work motivation together have a significant effect on employee performance. This indicates that these two variables complement each other and have an important role in shaping optimal employee performance. The t-test results that test the partial effect of each variable show that individually, both organizational culture and work motivation each have a significant effect on performance. This means that although organizational culture is more dominant, work motivation also plays an important role in driving employee performance.

The findings of this study provide important implications for the management of PT Crea Cipta Cemerlang, especially in human resource management efforts. Companies need to emphasize the formation of a strong organizational culture, where corporate values can be applied consistently at all levels of the organization. A good culture will create a healthy work environment, support the development of employee competencies, and increase a sense of belonging to the company. In addition, companies also need to pay attention to aspects of employee motivation through various policies, such as providing incentives, training and career development programs, and creating a fair and transparent work appraisal system. In this way, employees will feel valued and motivated to provide optimal performance.

In addition, the findings also highlight the importance of synergy between organizational culture and work motivation in creating superior performance. If the organizational culture can create a supportive work climate, then work motivation will drive employees to achieve higher work standards. The combination of these two factors will result in better employee performance, which in turn will have a positive impact on achieving the overall performance of the company. Therefore, companies are advised to manage these two factors in an integrated manner to achieve long-term success and competitive advantage in the market.

### **Appreciation**

The authors managed to combine strong theoretical concepts with detailed empirical analysis, so that the results of the study are not only academically relevant, but also provide practical insights that can be applied by the company's management. As revealed by Schein (2010), a strong organizational culture can serve as a solid foundation for the development of individuals within the company. This is especially important in today's age, where change happens quickly, and organizations need to adapt to stay competitive.

One of the advantages of this journal is the selection of topics that are highly relevant to current business conditions. In the era of increasingly fierce global competition, companies are not only required to manage operations efficiently, but also must be able to create a work environment that can motivate employees to achieve their best performance. As explained by Luthans (2011), work motivation is the main key in improving individual performance. Through this study, the authors managed to highlight the important role of organizational culture as a dominant factor affecting employee performance. These findings provide strategic implications for companies seeking to build competitive advantage through the development of a strong and sustainable culture.

In terms of methodology, the author uses a comprehensive research approach involving the entire population of PT Crea Cipta Cemerlang employees as respondents. The use of precise statistical analysis, such as classical assumption tests and multiple linear regression, demonstrates the depth and precision in data processing, so that the results presented are reliable and valid. Clarity in the preparation of questionnaires and the selection of appropriate indicators for each research variable also supports the quality of the findings produced. This is in line with the opinion of Mathis and Jackson (2011) that a good methodology is the key to obtaining accurate and reliable results in Human Resource Management Research.

Overall, this journal has good quality in presenting theoretical, methodological, and analytical studies that are relevant. This research provides new insights for practitioners and academics in managing organizational culture and work motivation to achieve optimal employee performance. The findings of this study can be used as a reference for companies in developing more effective human resource development strategies, so as to improve the performance of individuals and organizations as a whole. As revealed by Robbins and Judge (2013), the success of organizations is greatly influenced by how they are able to manage and develop their human resources.

Thus, this journal should be appreciated for providing a more comprehensive understanding of the relationship between organizational culture, work motivation, and employee performance. The success of this study is expected to encourage further research on other factors that may affect employee performance, as well as how the interaction between these various variables can be optimized to create a more productive and innovative work environment.

### **Critic**

As shown, this research provides valuable contributions regarding the relationship between organizational culture, work motivation, and employee performance, there are several aspects that can be improved to improve the quality of research in the future. One of the things to note is the selection of samples that only include employees of PT Crea Cipta Cemerlang. Although it involves the entire population of employees, this can limit the ability to generalize the results of the study. According to Sekaran and Bougie (2016), more varied sampling from different sectors and company sizes can help strengthen the validity of findings as well as allow comparisons between different contexts.

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In addition, this study focuses more on two main variables, namely organizational culture and work motivation. However, many other factors can also affect employee performance, such as leadership, work climate and management policies. Robbins and Judge (2013) state that these various elements contribute significantly to individual behavior and performance in the workplace. Therefore, adding these variables in future studies will provide a more thorough understanding of the factors that play a role in performance.

This journal tends to use a quantitative approach through data collection with questionnaires and statistical analysis. While these methods produce measurable data, qualitative approaches, such as in-depth interviews or case studies, can provide deeper insights into employee experiences regarding organizational culture and work motivation. As explained by Creswell (2014), the combination of qualitative and quantitative methods (mixed-methods) can increase the depth of analysis and interpretation of data, providing a more comprehensive picture.

Although the authors have used precise multiple linear regression, it is important to ensure that all assumptions underlying the model are met. For example, an examination of multicollinearity and homoscedasticity must be carried out thoroughly in order for the results obtained to be considered valid. In terms of practical implications, although this journal conveys some strategic recommendations for enterprise management, the measures presented are noticeably less specific. According to Kotler and Keller (2016), Clear and applicative recommendations are essential for effective implementation in everyday policy and practice.

Furthermore, this research was conducted in a specific context at PT Crea Cipta Cemerlang, where the business environment and organizational culture can undergo changes over time. Therefore, the results of this study may not always be relevant in the future. Longitudinal research or repeated studies in the future will be of great benefit to understand how the relationships between these variables change over time, in accordance with the views expressed by Bryman and Bell (2015) on the importance of context in research.

Overall, although this journal makes a significant contribution to understanding the influence of organizational culture and work motivation on employee performance, this critique suggests that there is room for improvement and development in the future. By considering these aspects, future research can provide more comprehensive and applicable insights to the field of Human Resource Management.

### **Conclusions**

Based on the results of the study, organizational culture and work motivation variables were shown to significantly affect employee performance at PT Crea Cipta Cemerlang, with organizational culture having a more dominant influence. Management is advised to improve the quality of work of employees through training in accordance with the current environment and technological developments. Employees are expected to improve their performance to achieve company goals.

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