
EFFECT OF ORGANIZATIONAL CULTURE AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT INDOWIRA PUTRA

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ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh budaya organisasi dan motivasi terhadap kinerja karyawan pada PT Indowira Putra. Faktor-faktor yang diuji dalam penelitian ini adalah budaya organisasi dan motivasi sebagai variabel bebas. Sedangkan kinerja karyawan sebagai variabel terikat. Metode yang digunakan adalah metode penelitian deskriptif dan verifikasi. Teknik pengumpulan data yang digunakan adalah kuesioner. Penelitian ini menggunakan sampel sebanyak 77 responden. Pengambilan sampel menggunakan teknik purposive sampling dengan kriteria pertimbangan pemilihan sampel adalah karyawan PT Indowira Putra. Metode pengolahan data yang digunakan adalah program software IBM SPSS 20. Hasil penelitian menunjukkan bahwa budaya organisasi dan motivasi memiliki pengaruh yang signifikan dan positif terhadap kinerja karyawan pada PT Indowira Putra. Budaya organisasi memiliki pengaruh yang lebih besar terhadap kinerja karyawan dibandingkan dengan motivasi.

Kata kunci : *Budaya organisasi, motivasi, kinerja karyawan*

ABSTRACT

This research aims to determine the effect of organizational culture and motivation on employee performance at PT Indowira Putra. The factors tested in this study were organizational culture and motivation as independent variables. While employee performance as the dependent variable. The method used is descriptive research method and verification analyzed quantitatively. Data collection techniques used is questionnaires. This study used a sample of 77 respondents. Sampling using purposive sampling technique with the criteria for consideration of sample selection are employees of PT Indowira Putra. The data processing method used is the IBM SPSS 20 software program. The results show that the organizational culture and motivation have a significant and positive influence on the employee performance at PT Indowira Putra. Organizational culture has a greater influence on the employee performance than motivation.

Keywords : *Organizational culture, motivation, employee performance*

1. INTRODUCTION

The chemical industry is currently and continues to grow widely and almost all industries, both small and large scale. One of them is the rapid development of the paint industry and has penetrated almost all sectors, both for aesthetic purposes and for protection purposes. Paint is one of the most practical types of coating to apply because it can be applied in various places in a very simple way. The paint industry is a creative industry, various innovations are raised, ranging from variations in aesthetics, strength, problem solving to environmental issues.

The growth of the paint industry in Indonesia is very fast, thus making producers interested in profits in the paint industry and trying to enter the competition in the paint industry. In the face of business competition in the same field, it takes an organization that has an operating system for human resources which is the capital or the holder of a very important role in achieving the goals set by the company. Therefore, companies must manage human resources as well as possible in order to produce superior performance for the progress of the company.

The importance of the role of human resources for the development and progress of a company, the company is required to pay special attention to the operating factors. Because human resources have a huge impact on organizational effectiveness compared to other resources. A good company in managing its human resources will determine the level of organizational success in the future. According to Bintoro and Daryanto (2020) every company always expects employees to have high performance, because having high-performing employees will make an optimal contribution to the company. Based on this theory, in other words, the success of a company can be determined by the results of employee performance in achieving company goals. One of the companies that must pay attention to the abilities and skills possessed by employees by continuously trying to direct, foster, and develop employees at work is an industrial company. This is necessary to face the increasingly fierce business competition. PT.Indowira Putra is a paint company that is aware of the increasing market share of the paint industry in Indonesia.

The success of an organization is supported by human resources who have good performance, because having high performance will provide an optimal contribution to the company. Performance appraisal at PT Indowira Putra uses the Karya assessment method. Employee performance is measured to determine whether employees have worked in accordance with predetermined work standards and to evaluate employee performance. Based on the results of interviews with the HRD Head of PT Indowira Putra, the performance appraisal at PT Indowira uses the Karya assessment method.

Based on the results of employee performance evaluations at PT Indowira from 2019-2021, it tends to decrease every year. This performance appraisal has not met the company's targets and expectations. One way to improve employee performance is to build a strong organizational

culture. A strong culture will provide stability to the organization. According to the HRD of PT Indowira, in practice, the organizational culture that has been created by the company has not been carried out properly, violations still occur and work not according to regulations. Furthermore, the motivation factor, where by having motivation, employees will work harder. To see the level of motivation seen from the attendance measurement report. The level of employee morale at work can be seen from the employee attendance report" (Suwatno & Priansa, 2011; in kansil and rusthono, 2017). Based on data on employee absenteeism at PT Indowira Putra in 2021, it shows that the level of employee absenteeism is high, it can be described as low employee motivation.

Literature Review

Management is both a science and an art that focuses on effectively and efficiently utilizing human and other resources to achieve specific goals (Hasibuan, 2018). According to Hasibuan (2018), human resource management is "the science and art of managing workforce relationships and roles to ensure effectiveness and efficiency in achieving the goals of the company, employees, and society. Organizational culture is defined as "the fundamental philosophy of an organization, consisting of core dimensions such as beliefs, norms, values, and systems, which serve as the foundation for individuals or groups in conducting activities within the organization" (Torang, 2017). Motivation refers to the willingness to exert significant effort toward achieving organizational goals, influenced by the ability of such efforts to fulfill individual needs (Robbins & Coulter, 2018). Performance is described as "the quality and quantity of work achieved by an employee in carrying out assigned duties in accordance with their responsibilities" (Robbins, as cited in Alisa, 2018). Then Table 1.1 show key indicator dimension in this research.

Table 1.1 Key Indicator Dimensions

Category	Dimension	Description
Organizational Culture (X1)	Innovation and Risk-Taking	Encouraging creativity and willingness to take risks.
	Attention to Detail	Emphasizing precision, accuracy, and careful analysis.
	Result Orientation	Focusing on outcomes and performance achievements.
	Human Resource Orientation	Prioritizing employee development and well-being.
	Team Orientation	Promoting collaboration and teamwork among employees.
	Aggressiveness	Reflecting the company's competitive drive and assertiveness.
	Stability	Ensuring consistency and reliability in operations.

Work Motivation (X2)	Hygiene Factors (Extrinsic)	External factors contributing to job satisfaction.
	Salary	Providing financial stability and compensation.
	Working Conditions & Insurance	Ensuring a safe and supportive work environment.
	Job Security	Guaranteeing stable and long-term employment.
	Company Procedures	Maintaining fairness and consistency in workplace policies.
	Interpersonal Relationships (Co-workers, Superiors, Subordinates)	Affecting workplace harmony and employee morale.
	Motivation Factors (Intrinsic)	Internal drivers influencing employee performance.
	Achievements	Providing a sense of accomplishment.
	The Work Itself	Ensuring job meaningfulness and engagement.
	Willingness	Encouraging enthusiasm and initiative in tasks.
	Possibility of Developing	Offering career growth and learning opportunities.
Employee Performance (Y)	Quality	Measuring accuracy and excellence of work performed.
	Quantity	Assessing productivity and volume of completed tasks.
	Timeliness	Evaluating efficiency in meeting deadlines.
	Cost Effectiveness	Optimizing resources while minimizing waste.
	Need for Supervision	Determining employee independence and reliability.
	Interpersonal Relationships	Assessing collaboration and teamwork abilities.

Research Hypothesis

Based on the picture above, the writer makes a hypothesis as follows:

H1: The influence of organizational culture on employee performance at PT.Indowira Putra.

H2: The effect of motivation on employee performance at PT.Indowira Putra.

H3 : The influence of organizational culture and motivation on employee performance

2. METHOD

This research was conducted to determine the influence of organizational culture and motivation on employee performance. According to Sugiyono (2017:5), Research is a scientific method used to obtain valid data with the aim of can be found, developed, proven, and is a form of knowledge so that it can finally be used to understand, solve, and anticipate problems. The method used by the author is a descriptive research method and verification. The research data obtained were processed, analyzed manually quantitative. As well as further processing with tools in the form of theoretical foundations previously studied so that it can clarify the picture of the object under study and then from these results conclusions are drawn.

According to Sugiyono (2018), data sources that directly provide data to data collectors. Sources of primary data in this study in the form of results questionnaire distributed to employees of PT Indowira Putra. Then secondary source are sources that indirectly provide data to data collectors, for example through other people or through documents. Secondary data are generally in the form of evidence, records, historical reports that have been compiled in published archives. The secondary data was taken with the aim of supporting the research. Which can be obtained from journals, literature studies, and internal data at PT Indowira Putra.

Data collection techniques are the methods used and the tools used by researchers in collecting data (Darmawan, 2013). Furthermore, when viewed in terms of data collection methods or techniques, can be done by interview (interview), questionnaire (questionnaire), observation and a combination of the three (Sugiyono, 2017). This research was conducted with reading, studying and researching journals, articles, books and literature others that are closely related to the topic of mandatory disclosure of the report yearly so that information is obtained as a theoretical basis and reference for processing the data obtained. Then, field research conducted directly on related sources to obtain data on forms services provided and customer attitudes towards each this form of service. Data collection using a questionnaire distributed to 77 employees of PT Indowira Putra and also if the researcher want to know things from respondents who are more in-depth and the number of few respondents.

3. RESULT AND DISCUSSION

Validity Test Result

The validity test results indicate that all statements in the organizational culture variable, consisting of 17 questions, are valid, as the Rcount value exceeds the Rtable value. Similarly, the validity test for the motivation variable, which includes 12 questions, confirms that all statements are valid based on the same criteria. Likewise, the employee performance variable, comprising 21 questions, is also deemed valid, as each statement meets the required validity threshold. These findings ensure that all variables used in this study are appropriate for measuring the intended constructs.

Reliability Test Result

The reliability test results indicate that the Organizational Culture variable has a Cronbach's Alpha value of 0.892, which is greater than the threshold of 0.6. This suggests that respondents' answers to the statements related to this variable are consistent and reliable. Similarly, the reliability test for the Motivation variable shows a Cronbach's Alpha of 0.844, confirming the consistency and reliability of respondents' answers. Furthermore, the Employee Performance variable exhibits a Cronbach's Alpha value of 0.906, reinforcing the reliability of the responses.

Correlation Test Result

The correlation test results indicate that organizational culture has a correlation coefficient (rrr) of 0.750 with employee performance, with a significance value of less than 0.05. This suggests a strong and positive unidirectional relationship between organizational culture and employee performance. Similarly, motivation exhibits a correlation coefficient (rrr) of 0.695 with employee performance, also with a significance value of less than 0.05. This confirms that motivation has a strong and positive unidirectional relationship with employee performance.

Classical Assumption Test Result

The results of the classical assumption test indicate that the normality test, as seen from the significance value (Asymp Sig. (2-tailed)) of 0.575, is greater than the threshold of 0.05. This suggests that the data for the influence of organizational culture and motivation on employee performance are normally distributed. The normality assumption is thus fulfilled, allowing further statistical analysis to be conducted reliably. For the multicollinearity test, the tolerance values are above 0.1, and the Variance Inflation Factor (VIF) values are below 10. These results confirm that there is no multicollinearity between the independent variables. This indicates that the predictor variables do not have a strong linear relationship with each other, ensuring that the regression model can provide valid and unbiased estimates. The heteroscedasticity test results reveal that the significance values for the independent variables are greater than 0.05. Specifically, the significance value for Variable X1 is 0.233, and for Variable X2, it is 0.864, both exceeding the 0.05 threshold. This confirms that the model does not suffer from heteroscedasticity, meaning that the variance of the residuals remains constant across all levels of the independent variables.

Descriptive Analysis

The analysis of the Organizational Culture variable reveals that the total percentage value obtained is 63.43%, with a mean score of 3.29. This score falls within the "good" category, indicating that the organizational culture demonstrated by PT Indowira Putra employees is generally positive and supportive. For the Motivation variable, the results show a total percentage value of 65.45% and a mean score of 3.39, which is also categorized as "good." This suggests that employee motivation at PT Indowira Putra is at a commendable level, reflecting a workplace environment that effectively encourages and sustains employee enthusiasm and engagement. Similarly, the Employee Performance variable analysis, based on the information reveals a total percentage value of 65.43% and a mean score of 3.39, which is classified as "good." This indicates that the performance of PT Indowira Putra employees is at

a satisfactory level, aligning with the company's expectations and contributing to overall organizational success.

Analysis Method

The multiple linear regression test results indicate that the constant value is 17.571, while the regression coefficient for organizational culture (X1) is 0.559, and for motivation (X2), it is 0.548. These positive regression coefficients suggest that both organizational culture and motivation have a direct and positive influence on employee performance. This means that improvements in organizational culture and motivation are likely to lead to enhanced employee performance.

The T-test results further confirm these findings. The significance value for the organizational culture variable (X1) is 0.000, which is less than 0.05, and the T-count value of 5.166 is greater than the T-table value of 1.992. This leads to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a), indicating that organizational culture significantly influences employee performance. Similarly, for the motivation variable (X2), the significance value is 0.001 (<0.05), and the T-count value is 3.336, which is greater than the T-table value of 1.992. This also results in rejecting H_0 and accepting H_a , confirming that motivation has a significant effect on employee performance.

The F-test results reinforce these findings by showing that the calculated F value (60.447) is greater than the F-table value (3.12), with a significance value of 0.000 (<0.05). This indicates that both organizational culture and motivation, when considered together, have a significant impact on employee performance. This suggests that these two factors collectively contribute to improving employee productivity and efficiency.

Finally, the coefficient of determination (Adjusted R Square) analysis shows that organizational culture and motivation explain 61% of the variation in employee performance. The remaining 39% is influenced by other factors not examined in this study. This suggests that while organizational culture and motivation shape employee performance, additional variables such as leadership style, work environment, or job satisfaction may also contribute to employee outcomes.

4. CONCLUSION

In general, this research has been in accordance with the expected objectives, namely knowing the influence of organizational culture, motivation on performance employees at PT Indowira Putra. Based on the problems and objectives presented in this study, then linked to the findings research and discussion, then in general it can be made several the following conclusions:

1. The results of the study show that organizational culture, work motivation, and employee performance shows a good category.

a. The organizational culture shown by PT Indowira Putra is included in the good category. Of the seven indicators of organizational culture show that the indicators of innovation and risk taking, indicators oriented team, aggressiveness indicators and stability indicators show the mean value the lowest score is below the mean score when compared with attention to detail indicators, results- oriented indicators, and human resource oriented indicators. That is, even though The organizational culture shown by PT Indowira Putra is included in the good category, but still shows a weakness in culture organization at PT Indowira Putra that still needs to be addressed.

b. The work motivation shown by PT Indowira Putra employees includes: in the good category. From the two indicators of work motivation, it shows that the intrinsic factor indicator shows the lowest mean score below the average value of the mean score when compared to the indicator extrinsic factor. That is, even though the work motivation shown PT Indowira Putra employees are in the good category, however still shows a weakness in work motivation at PT Indowira Putra, which still needs to be addressed.

c. The performance shown by PT Indowira Putra employees includes: good category. Of the six employee performance indicators show that indicators of cost effectiveness, indicators of need for supervision, and indicators of interpersonal relationships show the mean score the lowest value below the mean score when compared to quality indicators, quantity indicators, and timeliness indicators. That is, even though the performance shown by PT Indowira Putra's employees included in the good category, but still shows the existence of weaknesses in the performance of employees at PT Indowira Putra who are still must be addressed.

2. Organizational culture has a partially positive influence on employee performance at PT Indowira Putra. Because based on testing hypothesis (t test) organizational culture on employee performance has tcount 5.166. This figure exceeds the previously determined t- table, 1,992. This means that the t-count of organizational culture is greater than t-table ($5.166 > 1.992$) or H_0 is rejected and H_1 is accepted. So the organizational culture variable (X_1) has an effect significantly to the employee performance variable (Y).

3. Work motivation has a partially positive influence on performance employees at PT Indowira Putra. Because based on hypothesis testing (Test t) motivation on employee performance has a t-count of 3.336. This figure exceeds the previously determined t- table, 1992. It means t-count motivation is greater than t-table ($3,336 > 1,992$) or H_0 is rejected and H_a received. So the motivation variable (X_2) has a significant effect on employee performance variable (Y).

4. Based on the results of the determination test, organizational culture and motivation has an effect of 61% on employee performance and the remaining 39% influenced by other factors not observed in this study.

Based on the results of the research that has been done and the conclusions obtained above, the researcher provides a suggestion that if useful for the company, among others:

- a. Based on the results of the questionnaire from the discussion of organizational culture variables found that in statement number 3 “The company does not restrict me to take risks” with the lowest mean level, the company suggested to strengthen organizational culture, especially in the aspects of risk taking, for example by giving employees the opportunity in completing a job in their own way. So that can train employees in taking risks at work. Besides that statement number 13 “Companies assign more tasks individually groups/teams versus individuals” with the lowest mean levels such as statement number 3 then the company is advised to reduce the task or work in groups because employees need trust and appreciation for individuals that they can do the job accordingly with what the company expects to the fullest.
- b. Based on the results of the questionnaire and discussion of work motivation variables found that in statement number 9 “I often get” achievement of work performance above average every time there is a performance appraisal” with the lowest mean level, the company is advised to review re-evaluate employee performance standards to be in line between quantity, quality given job. In addition, to be in line with the ability of employees in carrying out company duties.
- c. Based on the results of the questionnaire and discussion of employee performance variables it was found that in statement number 17 “Supervision carried out” by superiors greatly affect the good or bad of my work” with the lowest mean level, then the company is advised to carry out supervision directly in accordance with established work procedures so that employee performance is more effective and efficient.
- d. The final suggestion for PT Indowira Putra is to analyze the other factors that can affect employee performance such as career development, job stress, job satisfaction, work environment, style leadership, business strategy, compensation and others.

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