

The Influence of Organizational Culture and Work Motivation on the Employee Performance at Pragaan District, Sumenep Regency, Madura, Indonesia



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ABSTRACT: This research aims to examine the influence of organizational culture and work motivation on the employee performance in Pragaan district, Sumenep Regency Madura. This research was conducted in Pragaan district, using a saturated sample of 42 employees. Data was obtained through interviews and distributing questionnaires using a Likert scale. Data were analyzed using descriptive analysis and multiple linear regression test analysis. The research results concluded that organizational culture and work motivation have a positive and significant effect on employee performance, where if the organizational culture is better and work motivation is higher, it can have an effect on improving employee performance.

KEYWORDS: organizational culture, work motivation, employee performance.

I. INTRODUCTION

Every organization or company will always try to improve the performance of its employees, with the hope that the company's goals can be achieved in accordance with the company's expectations. Companies will take various methods to improve the performance of their employees, for example through education, training, a conducive work environment and so on (Yudha, 2018). Sedarmayanti (2021), revealed that performance is a translation of performance which means the result of a worker's work, a management process or an organization as a whole, where the results of the work must be demonstrated in a concrete and measurable manner (compared to predetermined standards).

One factor to improve employee performance is organizational culture. Organizational culture has several functions according to Djohan and Anggoro (2019), Organizational culture as energy to achieve high performance, functions as an injection of energy, both for the performance of each employee and the performance of the organization as a whole. Organizational culture as a quality characteristic is a representation and characteristic of the quality that applies in the organization. Organizational culture reflects everything within the organization. Organizational culture as a motivator, is an encouragement for organizational members. So it is hoped that organizational goals can be achieved immediately. The phenomenon found in organizational culture in Pragaan district is the establishment of good cooperation. Collaboration carried out by employees has become a cultural habit and is implemented in the sub-district. Employees help each other if a team is experiencing difficulties. So that cooperation has become a characteristic of Pragaan district.

Apart from organizational culture factors that can influence performance is work motivation. Motivation has the strength of a person's or individual's tendency to involve themselves in activities that lead to targets in work as satisfaction, but furthermore is a feeling of pleasure or willingness to work to achieve company goals. Motivation is a way that can encourage subordinates' passion for work, so that they are willing to work hard by giving all their abilities and skills to realize the company's goals (Wibowo, 2019). Motivation in Pragaan district takes various forms. This can be seen from the training provided to all employees so that they can increase their skills. So, with this skills improvement training, employees can carry out their duties well. Pragaan District also provided encouragement by holding gatherings. This aims to increase solidarity, build cooperation between employees as a team, and increase employee enthusiasm for work.

Motivation can be said to play a role in encouraging employees to work well. According to Sadili (2022), motivation is the process of influencing or encouraging someone or a work group from outside so that they want to carry out something that has

The Influence of Organizational Culture and Work Motivation on the Employee Performance at Pragaan District, Sumenep Regency, Madura, Indonesia

been determined. Based on this, motivation is said to be a tool or way to achieve personal or group goals. In motivating employees, the company aims to maximize employee performance in carrying out their duties and responsibilities

II. THEORETICAL REVIEW AND HYPOTHESIS

The Relationship between Organizational Culture and Employee performance

Organizational culture can influence the way people behave and must be a benchmark in every organizational development program and policy taken. This is related to how culture influences the organization and how an organization and how a culture can be managed by the organization. According to Shinta *et al.*, (2021) organizational culture is a pattern of shared beliefs, behavior, assumptions and values. Organizational culture shapes the way members behave and interact and influences the way they work. In turn, this organizational culture is expected to be able to create an environment that is conducive to individual or organizational improvement. According to Riani and Laksmi (2019), organizational culture is a system of values, beliefs and habits with a formal structure to produce norms of organizational behavior. According to T.handoko (2020), organizational culture is the norms and values that direct the behavior of organizational members. Each member will influence according to what applies to be accepted by their environment. According to Kreitner and Angelo (2023), organizational culture is a form of assumption that is held, accepted implicitly by a group and determines how the group feels, thinks and reacts to its diverse environment. According to Rivai and Veitzhal (2020,) organizational culture is what employees feel and how this perception creates an exemplary pattern of beliefs, values and hopes. The understanding above shows that organizational culture is the habits that apply to an organization. Based on the definitions put forward by the experts above, it can be concluded that organizational culture is the basic pattern of values, hopes, habits and beliefs shared by all members of an organization as a guide in carrying out tasks to achieve the organization's goals. From the description above, the following hypothesis can be generated:

H1: organizational culture has a significant effect on employee performance

The Relationship Between Work Motivation and Employee Performance

Motivation means driving humans to act and do. In individuals there will be a belief that by working well the goals of the organization will be easier to achieve. An organization will be successful if the people who work in it can carry out their duties well in accordance with their respective responsibilities. In carrying out these tasks, individuals need to be given direction or encouragement so that the potential within them can be transformed into achievements that benefit the organization. According to Suparyadi (2019), work motivation is encouragement caused by a need that moves and directs individual behavior to achieve certain goals or incentives. According to Sutrisno (2019) ,motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. Every activity carried out by a person must have a factor that encourages that activity. . Therefore, the driving factors for a person to carry out a particular activity are generally the person's needs and desires. If he needs and wants something, then he is motivated to carry out certain activities to get what he needs. According to Khairi (2020), defining motives (drives) are needs with strong pressure that encourage a person to seek satisfaction for these needs. Motivation is given by leaders to their subordinates or followers, motivation is the most important thing in managing an organization. According to Khairi (2019), motivation is defined as making someone complete work with enthusiasm, because that person wants to do it. From the opinions above, it can be concluded that motivation is the will within an individual which causes the individual to take action to achieve a goal. Without motivation or encouragement to work within the individual, the work given by the leader and the responsibility of the employee will not be completed. As well as the encouragement within a person to work diligently and well in accordance with the duties and obligations that have been given, to fulfil individual needs and desires. Based on the description above, the next hypothesis is:

H2: work motivation has a significant effect on employee performance

III. METHODOLOGY

Measurement

The variables in this study were measured using a Likert scale with a range of 1 to 5 which means "Agree to strongly disagree". The variables studied consist of independent variables and dependent variables. Independent variables include organizational culture and work motivation. Organizational culture was adopted from Rashid *et al.*, (2023). Work motivation is adopted from Trang *et al.*, (2019), while the dependent variable is Employee

Sample

The sample in this research was 42 employees in Pragaan bdistrict, the sampling technique was purposive sampling technique. Namely by giving questionnaires to employees in Pragaan district, Sumenep Regency. This research includes explanatory research.

The Influence of Organizational Culture and Work Motivation on the Employee Performance at Pragaan District, Sumenep Regency, Madura, Indonesia

Research Framework

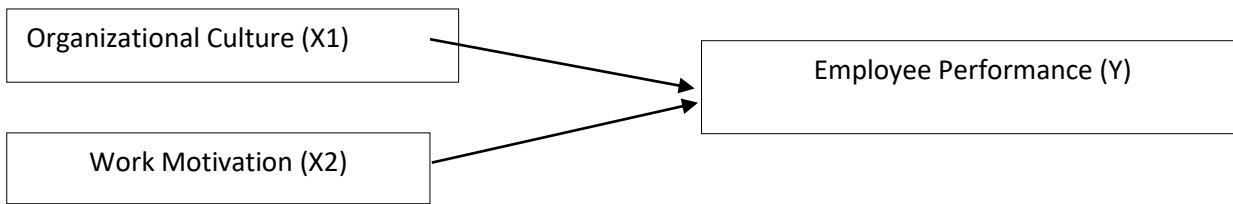


Figure 1. Research Framework

IV. RESULTS

Multiple Linear Regression Analysis.

Data processing uses multiple linear regression analysis which aims to measure the strength of the relationship between two or more variables. The variables used in this research are organizational culture (x1), work motivation (x2), as independent variables that influence employee performance (y) as the dependent variable. Based on the results of data processing using SPSS, the results obtained are as in table 1 below:

Table 1. Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient	t-test	Sig.	Information
Constant	84.882			
Organizational Culture (X1)	0,620	6,730	0,000	Significant
Work Motivation (X2)	0,440	4,550	0,000	Significant

Source: Processed Data (2023)

Based on the multiple regression equation above, the following conclusions can be seen:

1. The constant value is 84.882, which means that if the organizational culture and work motivation variables together do not change or are equal to zero, then the Batik Purchase Decision variable is 84.882 and is not influenced by any variables.
2. The regression coefficient value for the Organizational Culture variable is 0.620, which means that the organizational culture variable (X1) has a positive effect on employee performance (Y). This means that if the organizational culture is high, employee performance will increase.
3. The Work Motivation coefficient value is 0.440, which means work motivation (X2) has a positive effect on employee performance (Y). This means that work motivation is getting higher. So, the level of performance will also be the coefficient of determination (R). The coefficient of determination is a value that shows the influence of the independent variable on the dependent variable. The coefficient of determination value can be seen in Table 2. The higher it is.

Coefficient of determination (R) The coefficient of determination is a value that shows the influence of the independent variable on the dependent variable. The coefficient of determination value can be seen in Table 2.

Table 2. Determination Coefficient Test Results

R	R square	Customized R Square	St. Estimation Error
0.930	0.830	0.757	1984

Source: Processed Data (2023)

Table 2 shows an R Square value of 0.830, which means that the problem of performance decline is determined by organizational culture and work motivation variables of 83.0%, while the remaining 17.0% is influenced by other factors not examined in this research. This means that the selection of organizational culture and work motivation variables is appropriate in predicting employee performance.

T Test (Partial Test)

The t test is used to test whether the independent variables individually influence the dependent variable. The t test results for coefficients 1 and 2 can be seen in Table 3.

The Influence of Organizational Culture and Work Motivation on the Employee Performance at Pragaan District, Sumenep Regency, Madura, Indonesia

Table 3. Summary of Partial Test Results

Variable	Regression Coefficient	t-test	Sig.	Information
Constant	84 . 882			
Organizational Culture(X1)	0,620	6,730	0,000	Significant
Work Motivation (X2)	0,440	4,550	0,000	Significant

Source: Processed Data (2023)

1. The organizational culture variable (X1) is $6.730 > t$ table is 1.98434 with a significance value of 0.000 which is smaller than 0.05 ($0.000 < 0.05$), and the regression coefficient is positive so that the first hypothesis states that "organizational culture has a positive effect on employee performance is accepted.
2. The work motivation variable (X2) has a value of $4.550 > t$ table of 1.98434 with a significance value of 0.000 less than 0.05 ($0.000 < 0.05$), and the regression coefficient is positive, so the second hypothesis states that " Work Motivation has a positive influence on employee performance.

F Test (Simultaneous Testing)

The F test is used to test whether organizational culture and work motivation influence employee performance simultaneously by comparing the F test value with the F table with the test criteria if the F test $>$ F table then H_0 is rejected and H_a is accepted. The F test calculation can be seen in Table 4.

Table 4. F Significance Test Results

Variable	F-test	F-Table	Sig.	Information
Organizational Culture (X1) Work Motivation (X2)	63. 450	3.19	0,000	Significant

Source: Processed Data (2023)

V. DISCUSSION

Organizational Culture Has a Positive and Significant Effect On Employee Performance (H1 Accepted).

The results of this research prove that the hypothesis developed is that organizational culture influences employee performance. The contribution of these two influences is positive, meaning that the organizational culture is getting better. So, employee performance levels will increase higher, and vice versa. This argument is taken from research conducted previously. Chatman *et al.*, (2020) research took a sample of 102 service companies in America. The findings relate to strong organizational culture, including that strong organizational culture helps the performance of business organizations because it creates an extraordinary level in employees and strong organizational culture helps organizational performance because it provides the structure and control needed without having to rely on formal bureaucracy, rigid and which can emphasize the growth of motivation and innovation. The research results of Chatman *et al.*,(2020) are also supported by research by Rashid *et al.*, (2023) which also shows the positive influence of organizational culture on employee performance.

Work motivation has a positive and significant effect on employee performance (H2 is accepted)

The results of this research prove that work motivation variables influence employee performance. The influence of both is positive, meaning that the better the work motivation style obtained, the higher the level of employee performance. Many factors influence employee performance, several factors that influence employee performance include nature, character, personality, temperament and work motivation. This research supports the theory put forward by Samsudin (2019) "motivation is the process of influencing or encouraging from outside towards a person or work group so that they will carry out something that has been determined". Rizky *et al.*, (2020) and Gultom (2022) research results show that motivation has a significant effect on performance.

VI. CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded that:

1. Organizational culture has a positive and significant effect on employee performance. This means that a good organizational culture will improve employee performance in Pragaan District, Sumenep Regency
2. Work motivation has a positive and significant effect on employee performance. This means that the higher the work motivation provided, the better the performance of employees in Pragaan District, Sumenep Regency

VII. SUGGESTION

The results of this research indicate that the level of employee performance is in the high category. So that companies can implement the right organizational culture and work motivation. Organizational culture is essentially a habit carried out by all

The Influence of Organizational Culture and Work Motivation on the Employee Performance at Pragaan District, Sumenep Regency, Madura, Indonesia

members of the organization, reflecting what is done and not what will apply, giving characteristics and identity and distinguishing the organization from other organizations. In line with this, motivation can be said to play a role in encouraging employees to work well. So the performance of employees in Pragaan district, Sumenep Regency can easily be improved. This research can be used as reference material and add to studies related to organizational culture and work motivation on employee performance. It is hoped that future researchers can add research variables, because it is not only organizational culture and work motivation that influence employee performance. So that it can support and perfect this research.

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