THE EFFECT OF WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT PT. MATAHARI DEPARTMENT STORE GRAGE MALL CIREBON CITY

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Abstract

This study aims to analyze the influence of work motivation and organizational culture on employee performance at PT. Matahari Department Store Grage Mall, Cirebon City. In an increasingly competitive business environment, employee performance is a fundamental factor in achieving organizational effectiveness. Work motivation plays a role in encouraging individuals to achieve work goals, while organizational culture creates a conducive environment for employee productivity. By using a quantitative approach with a survey method, where data is collected through questionnaires distributed to respondents who are employees of the company. Data analysis was carried out using multiple linear regression methods to test the relationship between independent variables and dependent variables. The results of the study indicate that work motivation has a positive and significant influence on employee performance. Likewise, organizational culture contributes significantly to improving individual performance within the company. Simultaneous tests also indicate that work motivation and organizational culture together have a significant influence on employee performance. These findings emphasize that companies need to pay attention to aspects of motivation and organizational culture in designing human resource management strategies to increase the company's productivity and competitiveness. Therefore, it is recommended that company management develop policies that support increased motivation and create a more adaptive and productive organizational culture.

Keywords: Work Motivation, Organizational Culture, Employee Performance, Human Resources

INTRODUCTION

In today's era of globalization, where technological advances are developing rapidly along with the changing times, upper-middle-class companies increasingly rely on sophisticated technology to support their smooth operations. However, often the available human resources have not been able to adapt to these developments, which affects the effectiveness of less-than-optimal performance. Human resources are a key element in achieving company goals for mutual progress.

Therefore, supporting factors are needed to improve employee performance, one of which is compensation. Hasibuan (2012) defines compensation as all income in the form of money or goods, either directly or indirectly, which is given to employees as a reward for their contribution to the company. Based on this definition, there are various additional benefits outside of salary that employees can obtain following the provisions in force in a company.

In addition, organizational culture also plays an important role in supporting the sustainability of the company. Triatna (2015) explains that organizational culture includes basic values, beliefs, norms, and ways of working adopted by individuals in an organization, which function as a glue and differentiator from other organizations. Meanwhile, according to Kreitner & Kinicki (2014), organizational culture consists of values and beliefs that are the main identity of a company.

Meanwhile, performance, according to Sedarmayanti (2011), is the result of individual work, management processes, or the entire organization that can be proven concretely and measured based on established standards.

This study focuses on PT. Matahari Department Store Ciebon, a fashion retail company with the largest outlet network in Indonesia. The purpose of this study is to examine the influence of compensation and organizational culture on employee performance in the company.

REVIEW OF LITERATURE

Human resource management, according to Hasibuan (2006), is the science and art of managing employee relationships and roles to ensure efficiency and effectiveness in

achieving company, employee, and community goals. Meanwhile, Mangkunegara (2002:2) defines human resource management as planning, organizing, implementing, and supervising the recruitment, development, compensation, integration, maintenance, and termination of employment processes to achieve organizational goals.

Based on the definition, human resource management can be concluded as a discipline or approach in managing human resource relationships and roles effectively and efficiently. The goal is to optimize the use of individual potential to maximize the achievement of shared goals between the company, employees, and society.

Motivation

Mardhiyah et al. (2021) define motivation as an internal process that arises from a person's feelings, which then drives the individual to act based on the desires, needs, and goals they want to achieve. In line with that, Triany et al. (2022) explain that motivation is a process that influences or drives a person to achieve what they want, both in positive and negative aspects. Motivation causes changes in a person that are triggered by feelings, emotions, and psychological conditions, thus driving individuals to act to fulfill their needs and goals.

Meanwhile, Abraham Maslow (2021) defines motivation as an inner drive that drives someone to act or make an effort to fulfill their needs. Maslow also identified several indicators of work motivation, namely:

1. The level of employee satisfaction with work and the work environment.
2. How strong is the employee's emotional and behavioral attachment to their work.
3. The extent to which recognition is given for employee achievements and efforts.
4. The level of employee freedom in managing their tasks and responsibilities.
5. Employees' understanding of the goals and expectations of their work.
6. The employee's desire to achieve a higher position or title.

Organizational Culture

Organizational culture serves as an identity that distinguishes one organization from another, reflecting its unique characteristics. According to Triatna (2015), organizational culture is a collection of basic values, beliefs, norms, and learning patterns applied in an organization, which acts as a glue and characteristic for the organization.

Meanwhile, Kreitner & Kinicki (2014) define organizational culture as a set of values and beliefs that form the basis of a company's identity.

According to Edison (2016), there are several indicators that influence organizational culture, namely: Self-awareness, Aggressiveness, Personality, Performance, and Team orientation.

Performance

Mangkunegara (2006) defines performance as the achievement of an employee's work results based on aspects of quality and quantity in carrying out tasks that are his responsibility. Work quality is measured by accuracy, cleanliness, and neatness in completing tasks, while work quantity is related to the amount of work that can be completed in a certain period.

Meanwhile, according to Sedarmayanti (2011) explains that performance reflects the results of individual work, management processes, or organizations as a whole that can be proven in real terms and measured based on established standards. Meanwhile, Hasibuan (2007) states that performance is the result of a person's work in carrying out their duties, which is influenced by intelligence, effort, and opportunities. Achieving optimal performance requires a strong work culture that supports every effort in achieving the best results.

From the various definitions, performance can be interpreted as the level of achievement of a person's work results in carrying out their duties during a certain period, which is measured based on standards, targets, goals, or criteria that have been previously determined and agreed upon.

Performance Dimensions and Indicators

Motowidlo and Van Scotter (in Syarif, 2018) stated that performance consists of two main dimensions, namely:

1. Task performance is behavior directly related to the maintenance and execution of core technical functions within an organization.
2. Contextual performance, namely a person's interpersonal abilities that play a role in creating a supportive social environment so that core technical functions can run optimally.

Meanwhile, Sedarmayanti (2009) stated that performance indicators include work quality, punctuality, initiative, ability, and communication.

RESEARCH METHOD

This study applies a quantitative method, which is based on the philosophy of positivism. This method is used to conduct research on a specific population or sample, with data collection through research instruments. The data analysis carried out is quantitative or statistical, aiming to describe and test previously determined hypotheses (Sugiyono, 2020:50).

Research Framework
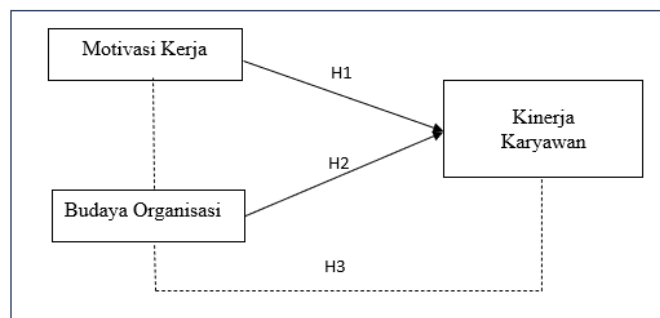
The framework of thinking is a conceptual model that describes the relationship between theory and various factors that are considered important. Thus, the framework of thinking functions as a conceptual structure that guides researchers to connect various concepts, theories, or information relevant to the research problem being analyzed (Kurniawan, 2023)

H1 = Motivation (X1) Has a Positive and Significant Influence on Employee Performance (Y)

H2 = Organizational Culture (X2) Has a Positive and Significant Influence on Employee Performance (Y)

H3 = Motivation (X1) and Organizational Culture (X2 have a positive and significant influence on employee performance (Y)

RESULTS AND DISCUSSION

Validity and Reliability Test

Validity					Reliability	
Variables	Points of Statement	Pearson Correlation	R Table N = 148	Decision	Cronbach' Alpha	Decision
Motivation (X1)	X1.1	0.756	0.160	Valid	0.797	Reliable
	X1.2	0.767	0.160	Valid		
	X1.3	0.807	0.160	Valid		
	X1.4	0.819	0.160	Valid		
	X1.5	0.714	0.160	Valid		
	X1.6	0.801	0.160	Valid		
Organizational Culture (X2)	X2.1	0.658	0.160	Valid	0.802	Reliable
	X2.2	0.592	0.160	Valid		
	X2.3	0.444	0.160	Valid		
	X2.4	0.641	0.160	Valid		
	X2.5	0.608	0.160	Valid		
Employee Performance (Y)	Y.1	0.568	0.160	Valid	0.811	Reliable
	Y.2	0.598	0.160	Valid		
	Y.3	0.531	0.160	Valid		
	Y.4	0.553	0.160	Valid		
	Y.5	0.578	0.160	Valid		

Validity and reliability testing in this study was conducted by involving 150 respondents. Based on the results of the validity test analyzed using SPSS software, as shown in the table, each statement item has a correlation coefficient value greater than r table. Thus, the validity requirement with a coefficient > r table has been met.

Meanwhile, the results of the reliability test show that each variable has a Cronbach's Alpha coefficient value greater than 0.6. Therefore, all variables in this study are declared reliable.

Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivation (X1)	.431	2.322
	Organizational Culture (X2)	.431	2.322

Based on the Variance Inflation Factor (VIF) value, it is known that all variables have a VIF value of less than 10 and a tolerance value of more than 0.10. Therefore, it can be concluded that there is no multicollinearity problem, or in other words, the assumption of multicollinearity in the model has been met.

Normality Test

One-Sample Kolmogorov-Smirnov Test

|		Unstandardized Residual
N		148
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	1.99783415
Most Extreme Differences	Absolute	.062
	Positive	.059
	Negative	-.116
Test Statistics		.116
Asymp. Sig. (2-tailed)		.200c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The results of the residual normality test with Kolmogorov-Smirnov show an Asymp. Sig. (2-tailed) value of 0.200. Based on the output table, the Asymp.Sig test value > α value (0.05), so it can be concluded that the residuals of the regression model are normally distributed.

Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,141	0.847		2,528	0.012

X1	0.027	0.057	0.056	0.481	0.631
X2	-0.056	0.055	-0.119	-1,023	0.308
a. Dependent Variable: abs_RES					

The results of the heteroscedasticity assumption test showed that the significance value for all variables was not significant with a p-value > α value (0.05) so it was concluded that there were no symptoms of heteroscedasticity.
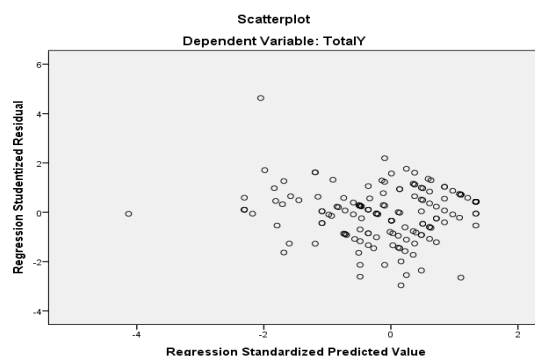
Scatter Plot Diagram Image

Multiple Linear Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.803	1.278	
Motivation (X1)	.330	.086	.283
Organizational Culture (X2)	.603	.083	.539

The table above presents the results of the regression calculations, which are then used to form a regression equation to describe the relationship between the variables used, as follows:

$\hat{Y} = 0.803 + 0.339$ Motivation (X1) $+ 0.603$ Organizational Culture (X2) $+ e$

From the test results above, several things can be concluded as follows:

a) Testing the influence of Motivation (X1) on Employee Performance (Y) obtained a coefficient value of 0.330 with a significance value of 0.000, because the significance value <0.05, then there is a significant influence of Motivation (X1) on Employee Performance (Y). Given that the positive coefficient indicates that the relationship between the two is positive, meaning that the higher the respondents perceive

Motivation (X1) will result in higher Employee Performance (Y) will result, and vice versa.

b) Testing the influence between Organizational Culture (X2) on Employee Performance (Y) obtained a coefficient value of 0.603 with a significance value of 0.00, because the significance value <0.05, then there is a significant influence between Organizational Culture (X2) on Employee Performance (Y). Given that the positive coefficient indicates that the relationship between the two is positive, meaning that the higher the respondents perceive Organizational Culture (X2) will result in higher Employee Performance (Y) will result, and vice versa.

Partial Test (t-Test)

Model	t	Sig.
(Constant)	.628	.531
Motivation (X1)	3,840	.000
Organizational Culture (X2)	7.303	.000

Source: Processed primary data, 2025

Based on the calculation results obtained:

1. Independent Variable X1 (Motivation)

   The results for the motivation variable show that there is a positive and significant influence of motivation on customer satisfaction. This is evidenced by the calculated t value of 3,840 and the t table value of 1,655 with a significance of less than 0.05 (0.000 <0.05). It can be concluded that X1 is accepted, so Motivation has a significant effect on customer satisfaction.

2. Independent Variable X2 (Organizational Culture)

   The results for the organizational culture variable show that there is a positive and significant influence. Organizational culture and customer satisfaction. This is proven by the calculated t value of 7,303 and the t table value of 1,665 with a significance of less than 0.05 (0.000 <0.05). It can be concluded that X2 is accepted, and organizational culture has a significant effect on Employee Performance (Y).

Simultaneous Test (F Test)

	Model	Sum of Squares	df	Mean Square	F	Sig.
ANOVA						
1	Regression	1126.120	2	563,060	128.201	.000b
	Residual	746,643	170	4.392		
	Total	1872.763	172			
a. Dependent Variable: (Y)						
b. Predictors: (Constant), (X1), (X2)						

Source: Processed primary data, 2025

Based on the results of the F Test, a significance value of 0.000 (α <0.05) was obtained. So, it can be concluded that the variables Motivation (X1) and Organizational Culture (X2) simultaneously have a significant effect on the Customer Satisfaction variable (Y).

Coefficient of Determination Test (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model Summary				
1	.775a	.601	.597	2,096
a. Predictors: (Constant), (X1), (X2)				

Source: Processed primary data, 2025

The table above is part of the results of the multiple linear regression test which can be called the Analysis of the Determination Coefficient (R2). This analysis is used as a measure of the magnitude of the influence of Motivation (X1), Organizational Culture (X2) on the dependent variable, namely the Employee Performance variable (Y). The table above shows that the R Square (R2) value is 0.601, which can be concluded that Motivation (X1), Organizational Culture (X2) influence 60.1%, while the remaining 39.9% is influenced by other variables not studied by the researcher.

Discussion

Based on the calculation results using the Multiple Regression Analysis approach, the results of the hypothesis testing are as presented below:

Hypothesis 1. Testing the influence of Motivation (X1) on Employee Performance (Y) obtained a coefficient value of 0.330 with a significance value of 0.000, because the

significance value <0.05, then there is a significant influence of Motivation (X1) on Employee Performance (Y). Given that the positive coefficient indicates that the relationship between the two is positive, meaning that the higher the respondents perceive Motivation (X1) will result in higher Employee Performance (Y) will result, and vice versa.

Hypothesis 2. Testing the influence between Organizational Culture (X2) on Customer Satisfaction (Y) obtained a coefficient value of 0.603 with a significance value of 0.00, because the significance value <0.05, then there is a significant influence between Organizational Culture (X2) on Customer Satisfaction (Y). Given that the positive coefficient indicates that the relationship between the two is positive, meaning that the higher the respondents perceive Employee Performance (X2) will result in higher Employee Performance (Y) will be, and vice versa.

Hypothesis 3. Motivation (X1) and Organizational culture(X2) have a simultaneous effect on Employee performance(Y) is accepted. Based on the results of the F Test, a significance value of 0.000 ($\alpha < 0.05$) was obtained. So it can be concluded that the Motivation variable (X1) and Organizational culture(X2) simultaneously have a significant effect on the variable Employee performance(Y).

CONCLUSION

Based on the results of research that has been conducted on the influence of work motivation and organizational culture on employee performance at PT. Matahari Department Store, Grage Mall Kota Cirebon, several things can be concluded as follows:

1. The Influence of Work Motivation on Employee Performance
   The results of the analysis show that work motivation has a positive and significant effect on employee performance. The higher the level of motivation that employees have, the higher their performance. This indicates that factors such as job satisfaction, emotional attachment, recognition of achievements, and the desire to develop in a career contribute significantly to increasing employee productivity.

2. The Influence of Organizational Culture on Employee Performance
   Organizational culture also has a positive and significant influence on employee performance. A conducive work environment, strong organizational values, and an

orientation towards teamwork and individual performance can improve employee work effectiveness. These results indicate that a good organizational culture can shape more productive work behavior and increase employee loyalty to the company.

3. The Simultaneous Influence of Work Motivation and Organizational Culture on Employee Performance

Multiple regression analysis revealed that work motivation and organizational culture simultaneously have a significant effect on employee performance. These two variables together are able to explain most of the variability in employee performance, which means that the combination of strong work motivation and a supportive organizational environment is very important in increasing labor productivity.

4. Managerial Implications

Based on these findings, company management is advised to pay more attention to work motivation factors and organizational culture in human resource management strategies. Companies need to develop policies that can increase job satisfaction, reward employee performance, and create an organizational culture that encourages collaboration and innovation.

Thus, increasing work motivation and strengthening organizational culture can be an effective strategy in improving employee performance, which will ultimately have a positive impact on the competitiveness and sustainability of companies in the retail industry.

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