

THE INFLUENCE OF WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT BANK BJB INDRAMAYU BRANCH OFFICE



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Abstract

This study aims to analyze the effect of work motivation and organizational culture on employee performance at Bank BJB Indramayu Branch Office. The background of this research is based on a decrease in company profits by 58.59% in 2024 which indicates internal problems, especially in terms of employee motivation and work culture. The method used is a quantitative approach with a population of 250 employees and a sample of 155 employees. The research instrument was tested for validity and reliability, and all data has met the classical assumption test (normality, multicollinearity, and heteroscedasticity). The results showed that work motivation and organizational culture had a positive and significant effect both partially and simultaneously on employee performance. The R Square value of 0.745 indicates that 74.5% of the variation in employee performance can be explained by these two variables. This study concludes that increasing work motivation and positive organizational culture are very important in improving employee performance, and need to be the focus of management to face increasingly competitive business challenges.

Keywords: Work Motivation, Organizational Culture, Employee Performance, Bank BJB

INTRODUCTION

The era of globalization has presented a fundamental transformation in the way humans interact and communicate, driven by the unstoppable acceleration of information and communication technology advancements (Sahlani & Ruswanti, 2024; Rahmah & Setyaningrum, 2025). The evolution of communication technology has undergone a long journey, starting from the conventional mail exchange, expanding through the phase of coin-operated telephones and landline telephones, to reaching the era of wireless mobile phones as we know them today (Saefudin, 2005). The development of internet technology has opened up a new dimension in communication, allowing for faster, more efficient, and complex interactions between service providers and consumers.

Competition between companies is increasingly intense, and advanced technology presents challenges for companies to make changes in various aspects of company management. Facing change and competition, employees must adapt to technological changes, such as the emergence of new technologies or new work methods within the company. Situations like this require companies to have human resources with knowledge, skills, high motivation, and training who can focus their abilities on tasks and responsibilities for the benefit of the company. Ultimately, this can encourage existing resources to adapt and provide optimal and maximum contributions, one of which is by improving employee performance.

Bank BJB Company, also known as Bank Jabar Banten, is a company engaged in the banking industry that has changed its status to become a Regionally Owned Bank (BUMD) owned by the West Java and Banten Provincial Government, founded on May 20, 1961. Bank bjb Company has its head office in Bandung, located at Menara Bank BJB, Jl. Naripan No. 12 – 14, Braga, Sumur Bandung District, Bandung City, West Java 40111. During its operational period until now, Bank BJB has increased the number of office networks in various cities in Indonesia, namely 1 head office, 5 regional offices, 65 branch offices, 874 sub-branch offices, 1,750 Bank BJB ATMs, 6 MSME centers, 18 priority BJB services, and 12 weekend banking services.

Bank BJB was founded in 1961 based on a decree from the Governor of West Java Province under the name of the Regional Company (PD) Bank Karya Pembangunan Daerah Jawa Barat. In 1978, the name PD Bank Karya Pembangunan Daerah Jawa Barat was changed to Bank Pembangunan Daerah Jawa Barat. Entering the mid-2000s, Bank BJB expanded its business to become one of the first Regional Development Banks to operate a dual banking system in Indonesia to meet the needs of the community by providing conventional and sharia banking services. Then in 2007, the company's name changed to PT. Bank Pembangunan Daerah Jawa Barat dan Banten, or Bank Jabar Banten, was finally in 2010 that the name Bank Jabar Banten was officially changed again to Bank BJB until now.

Human resources play a crucial role in the development and fate of a company. The power of human resources within an organization is increasingly recognized, so much so that people are seen as the most important asset among the various resources within the organization. (Ummah, 2019) Humans always play an active and dominant role in every organizational activity, as they are the planners, implementers, and determinants of the organization's goals. Company goals can be achieved if supported by strong employee performance. To achieve strong and more productive performance in line with company

goals, employees must receive structured and effective direction from the company.(Adinda et al., 2023).

Performance, or what is commonly called performance, is the result of work done or work achievements. However, performance actually has a broader meaning, not only the results of what has been done, but also how the work process is carried out. Mangkunegaraan defines performance.(Salam, et.al., 2021)Performance is the work results in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

Employee performance is influenced by many factors, both internal and external. Internal factors include knowledge, skills, and competencies, work motivation, personality, attitudes, and behaviors, which influence performance. External factors include the leadership style of superiors, relationships between employees, and the work environment in which employees work. Performance is the result of a combination of motivation and ability. In addition to willingness and skills, a clear understanding of tasks and how to perform them is also important. Employee performance plays a crucial role in achieving company goals.(Mahardika et al., 2020). Good performance cannot be separated from cooperation between superiors and subordinates in establishing working relationships and providing motivation to employees to create a harmonious working atmosphere. In addition, superior leadership in a company organization is also one of the factors for the success of an organization.

Improving employee performance will depend heavily on their work motivation. With high work motivation, employees will be more active in carrying out their work. Motivation is a process that causes an individual's intensity, direction, and persistence toward peak performance.(Lombogia & Sendow, 2022).

Motivation is a crucial factor in determining performance. Motivation is the drive, desire, passion, and driving force that originates within a person to act or accomplish something.(Ridwan, 2021).Motivated employees are more autonomy- and freedom-oriented and more self-motivated than less motivated employees, which leads to development opportunities that benefit them. Intrinsic motivation is related to self-satisfaction, which can be reflected in achievement, recognition, acceleration, the work itself, responsibility, and personal growth.The problem of motivating employees is not easy because each employee has different desires, needs and expectations.(Ningsih et al., 2021)So, if management can understand motivational issues and address them, the company will achieve optimal employee performance in accordance with established standards.

Organizational culture is a set of values, norms, beliefs, and behaviors shared by members of an organization, which shape expected patterns of behavior and help guide the actions of individuals within the organization.(Schein, 1985). Several studies have shown that a positive and strong organizational culture can improve employee performance by increasing organizational commitment, job satisfaction, and motivation.(e.g., Robbins & Judge, 2017).Organizational culture plays a key role in improving staff performance in higher education institutions. As stated by(Uddin et al., 2012);(Riwayanti, 2023); And(Paaais & Pattiruhu, 2020), organizational culture creates the foundation for employee growth and development.

Previous research that has tested the relationship between work motivation, work environment and organizational culture has been carried out by(Maswar, Muhammad Jufri,

2020)And(Agustriani et al., 2022)found that work motivation influences employee performance. Other previous research is also in line with this research.(Solahudin et al., 2024), in his research, provided research results showing that organizational culture has a positive and significant influence on employee performance.

Table 1.1
Business Performance Target Data

Description	Total 2023	Total 2024	Growth		RBB	
			(Nominal)	(%)	Target	Realization
Asset	221,886	264,576	(42,880)	(16.21%)	218,137	101.72%
Distribution of funds						
Total Profit	46,695	55,352	(8,675)	(15.64%)	311,647	147.55%
Total Credit	183,542	215,400	(31,858)	(17.79%)	193,995	94.61%
Source of funds						
Third-party funds	143,892	159,281	(6,389)	(4.25%)	158,894	90.56%
Other Bank Deposits	14,500	24,870	(10,370)	(41.70%)	158,894	90.56%
Loans Received	32,119	55,856	(23,737)	(42.50%)	26,735	120.14%
Capital	20,949	20,949	0	(0.00%)	20,949	100.00%
Current Year Profit/Loss	4,224	4,224	(2,474)	(58.59%)	1,490	117.38%

From the data above, the business performance of Bank BJB Indramayu Branch Office in 2024 recorded a profit or loss that decreased by 58.59% compared to 2023 of 117.38%. This is evidence that the lack of motivation in working is quite high and does not achieve the predetermined targets.

With the decline in business performance by 58.59%, this shows that there are indications of a lack of employee work motivation felt by employees, a lack of motivational attention from leaders and a lack of desire to improve abilities and accept all criticism and constructive suggestions from leaders, this indicates that the performance of employees is still relatively low, this is because employees still often ignore the regulations and norms that exist in the company, and this is not in line with one of the indicators of work discipline, namely reminding them of the results of behavior at work.

Employees who perform well on their jobs will be able to handle these changes more smoothly, allowing the organization to continue operating without too much disruption. Therefore, organizational leaders need to consistently focus on improving employee performance for the sake of shared progress. Furthermore, improved employee performance is also significantly influenced by the organization's efforts to develop its culture. (Tueno,

2017). Therefore, to support work activities, employee motivation is needed to maintain optimal performance. When employees feel comfortable at work and feel connected to the company, they will realize the importance of their work.

REVIEW OF LITERATURE

Employee performance

Employee performance involves various aspects such as productivity, work quality, initiative, and attendance levels. (Darmawan et al., 2020). Employee performance is an assessment of the work done by a person or group, which is important for the most effective use of the applicable capacity in an organization. (Shinta, 2020). According to Wushe & Shenje (2019) Performance is the overall results of a person's work during a certain period in carrying out tasks, such as work standards, targets or criteria that have been determined in advance and agreed upon together.

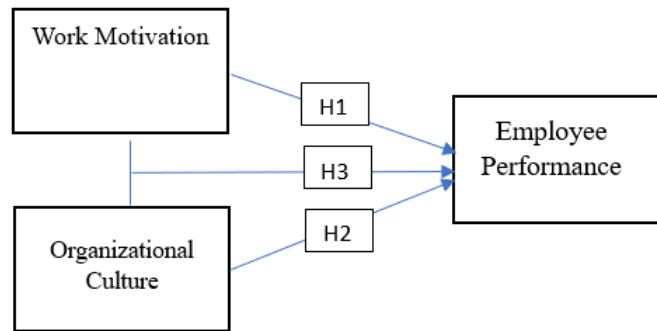
Work motivation

Work motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities they carry out produce good and quality results. (Arsindi et al., 2022). Work motivation can also be defined as the willingness to make the best possible effort to achieve organizational goals, which is influenced by the organization's ability to meet various individual needs. (Deasty, 2021).

Organizational culture

Culture is the norms and customs accepted as truth by everyone in an organization. Organizational culture serves as a common reference point among people interacting within the organization. Organizational culture is a hidden social force that drives members to perform their jobs. Every individual, including new employees, strives to understand the existing rules and norms to be accepted in the work environment. Organizational culture is communicated to all members, and a strong culture can strengthen the achievement of company goals, while a weak culture can be a barrier. In companies with a strong culture, shared values are internalized and implemented by the majority of its members. (Alfian & Susanti, 2023) Organizational culture refers to a set of norms, values, and actions agreed upon and carried out collectively by members of an organization. This culture plays a significant role in shaping the organization and influencing the outcome of problem-solving. (Saputri & Susanti, 2023).

Research Framework



- H1: The Influence of Work Motivation on Employee Performance
- H2: The Influence of Organizational Culture on Employee Performance
- H3: The Influence of Work Motivation and Organizational Culture on Employee Performance

RESEARCH METHOD

In this study, the researcher used a quantitative method because the aim was to analyze the relationships between variables and describe the research results. The research method used was quantitative research. Quantitative research is a type of research that aims to draw conclusions by using numerical data (Sugiyono, 2016).

This research is a quantitative descriptive study because it describes variables supported by numerical data from actual conditions in the field. In this quantitative descriptive study, there are two independent variables: Work Motivation (X1) and Organizational Culture (X2), while the dependent variable is Employee Performance (Y). The population in this study was 250 employees. with a sample of 155 employees at the Bank BJB Indramayu branch office.

RESULTS AND DISCUSSION

Validity Test

Indicator	R table	R count	Conclusion
X1 1	0.1603	0.753	Valid
X1 2	0.1603	0.734	Valid
X1 3	0.1603	0.758	Valid
X1 4	0.1603	0.690	Valid
X1 5	0.1603	0.776	Valid
X1 6	0.1603	0.773	Valid
X1 7	0.1603	0.734	Valid
X1 8	0.1603	0.730	Valid
X1 9	0.1603	0.695	Valid
X2 1	0.1603	0.740	Valid
X2 2	0.1603	0.695	Valid
X2 3	0.1603	0.706	Valid

X2 4	0.1603	0.705	Valid
X2 5	0.1603	0.725	Valid
X2 6	0.1603	0.677	Valid
X2 7	0.1603	0.761	Valid
X2 8	0.1603	0.741	Valid
Y1 1	0.1603	0.689	Valid
Y1 2	0.1603	0.695	Valid
Y1 3	0.1603	0.712	Valid
Y1 4	0.1603	0.699	Valid
Y1 5	0.1603	0.709	Valid
Y1 6	0.1603	0.740	Valid
Y1 7	0.1603	0.728	Valid
Y1 8	0.1603	0.623	Valid
Y1 9	0.1603	0.733	Valid
Y1 10	0.1603	0.746	Valid
Y1 11	0.1603	0.686	Valid

Because the correlation figure (calculated r) was obtained, it turned out that all the statement results were greater when compared with the required r table of 0.1603. This will allow it to be used for further analysis.

Reliability Test

Variables	Cronbach's Alpha	Conclusion
X1	0.895	Realizable
X2	0.865	Realizable
Y	0.899	Realizable

Because the threshold value for reliability is 0.70 to be able to say that the variable is reliable and based on the results of the analysis, all variables exceed the threshold or Cronbach's Alpha value > 0.7 so that the data is said to be reliable.

**CLASSICAL ASSUMPTION TEST
 MULTICOLLINEARITY TEST**

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	6,216	1,979		3,140	,002		
	Work motivation	,351	,068	,320	5,195	,000	,441	2,265
	Organizational culture	,799	,082	,598	9,703	,000	,441	2,265

a. Dependent Variable: Employee Performance

Because the Tolerance value is > 0.100 and VIF < 10,000, it can be concluded that there are no symptoms of multicollinearity.

NORMALITY TEST

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		155
Normal Parameters ^{a,b}	Mean	,0000000
	Standard Deviation	2.79751578
Most Extreme Differences	Absolute	,060
	Positive	,057
	Negative	-,060
Test Statistics		,060
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Because the Asymp. Sig. (2-tailed) value is $0.200 > 0.05$, it is concluded that the data is normally distributed.

HETEROKEDASTICITY TEST

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	2,865	1,308		2,191	,030
	Work motivation	-,073	,045	-,199	-1,643	,103
	Organizational culture	,059	,054	,131	1,086	,279

a. Dependent Variable: ABS_RES

Because the Sig. value for Work Motivation is $0.103 > 0.05$ and Organizational Culture is $0.279 > 0.05$, it means that the data does not show symptoms of Heteroscedasticity or the assumption of the Heteroscedasticity test has been met.

Coefficient of Determination (R – Square)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,863 ^a	,745	,742	2.81586

a. Predictors: (Constant), Organizational Culture, Work Motivation

The R Square value obtained was 0.863, which indicates that 86.3% of employee performance variability can be explained by work motivation and organizational culture, while the remaining 23.7% is explained by other variables outside the model.

T-TEST

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	6,216	1,979		3,140	,002
	Work motivation	,351	,068	,320	5,195	,000
	Organizational culture	,799	,082	,598	9,703	,000

a. Dependent Variable: Employee Performance

- Analysis of the influence of work motivation on performance

The significance value of Work Motivation was obtained at $0.000 < 0.05$ and the calculated t value was $5.195 >$ the t table value of 1.976. Thus, it can be concluded that there is a significant influence of Work Motivation on Employee Performance.

- Analysis of the influence of organizational culture on performance

The significance value of Organizational Culture was obtained at $0.000 < 0.05$ and the calculated t value was $9.703 >$ the t table value of 1.976. Thus, it can be concluded that there is a significant influence of Organizational Culture on Employee Performance.

F TEST

Model		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3529,130	2	1764,565	222,544	,000b
	Residual	1205,219	152	7,929		
	Total	4734,348	154			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Work Motivation

Because the Sig. Value is $0.000 < 0.05$ and the calculated f value is $222.544 >$ the f table value of 3.06. Thus, it can be concluded that there is a significant influence of Work Motivation and Organizational Culture simultaneously on Employee Performance.

DISCUSSION

The Influence of Work Motivation on Employee Performance

Based on the results of the t-test, the significance value obtained was $0.000 < 0.05$, then the calculated t-value was $5,195 > 1.976$ (t table). This indicates that work motivation significantly influences employee performance. This means that the higher an employee's work motivation, the higher their performance tends to be. Motivation is an

important internal driver for achieving work targets, completing tasks more diligently, and increasing overall productivity.

These results are also supported by the validity and reliability test results of the motivation variable (X1), where all indicators are valid ($r_{count} > r_{table}$) and have a Cronbach's Alpha = 0.895 (> 0.7), indicating that the motivation instrument used is reliable. As in the study (Setiawan et al., 2025) and (Akbar et al., 2023) in his research, he showed that work motivation has a positive and significant influence on employee performance.

The Influence of Organizational Culture on Employee Performance

The t-test results show a significance value of $0.000 < 0.05$, with a calculated t-value of $9.073 > 1.976$ (t-table). This proves that organizational culture significantly impacts employee performance. A positive organizational culture, such as values of togetherness, openness, and a strong work ethic, creates an environment conducive to improved performance. Employees feel more engaged and motivated to contribute optimally.

These results are also consistent with the validity and reliability tests of the organizational culture variable (X2), which show that all indicators are valid and Cronbach's Alpha = 0.865, which means it is highly reliable. Analysis of the research (Paramita Sani et al., 2021) shows that organizational culture has a significant influence on employee performance through four main dimensions: engagement, consistency, adaptability, and mission. From the research results (Bisma Ayodha Kurniawan Putra et al., 2023) it was also found that organizational culture was proven to have a positive influence on employee performance.

The Influence of Work Motivation and Organizational Culture on Employee Performance

The F test results show a significance value of $0.000 < 0.05$, and the calculated F value is $222.544 > F_{table} 3.06$. This concludes that work motivation and organizational culture simultaneously have a significant effect on employee performance. This means that both variables together have a significant contribution in determining employee performance levels.

Supported by the results of $R^2 = 0.745$, which means that 74.5% of the variation in employee performance can be explained by work motivation and organizational culture, while the remainder (25.5%) is influenced by other variables outside the model.

In research (Pindo Asti et al., 2021) shows that there is a significant simultaneous influence between work motivation and organizational culture on employee performance with the regression equation $Y = 3.888 + 0.359 X_1 + 0.623 X_2$. It is also shown in the research (Munawirsyah, 2021) that work motivation and organizational culture together have a positive relationship and influence on employee performance.

CONCLUSION

Based on the results of the data analysis and discussion that have been carried out, several important things can be concluded regarding the influence of work motivation and organizational culture on employee performance at Bank BJB Indramayu Branch Office.

Work Motivation Has a Significant Influence on Employee Performance The t-test results show that work motivation has a significant influence on employee performance with a significance value of $0.000 (< 0.05)$ and a calculated t-value of $5.195 (> t_{table} 1.976)$. This indicates that the higher the motivation an employee has, the better the performance

displayed. Motivation acts as an internal driver that helps employees complete tasks more actively, focused, and productively.

Organizational Culture Has a Significant Influence on Employee Performance
Organizational culture has also been shown to have a significant influence on employee performance, with a significance value of 0.000 and a t-value of 9.073 (> 1.976). This means that a strong, positive, and consistently implemented organizational culture can create a conducive work atmosphere, increase a sense of belonging, and encourage employees to be more loyal and responsible in their work.

Work Motivation and Organizational Culture Simultaneously Have a Significant Influence on Employee Performance
The results of the F test show that the variables of work motivation and organizational culture together have a significant influence on employee performance (significance value of 0.000 and F count $222.544 > F$ table 3.06). This is supported by the R Square value of 0.745, which indicates that 74.5% of the variation in employee performance can be explained by these two variables, while the remaining 25.5% is explained by other factors not examined in this study.

Employee performance requires more serious attention. The 58.59% decline in operating profit experienced by Bank BJB Indramayu Branch Office is a significant indication of problems with work motivation and the implementation of an effective organizational culture. These results align with findings that a lack of leadership attention to motivation, along with low discipline and adherence to organizational culture, negatively impacts employee performance.

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