



The Influence of Work Motivation and Organizational Culture on Employee Performance at PT. Srikandi Inti Lestari in Surabaya

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Abstract

Work motivation is a crucial element within a company as it enhances employee morale and performance. Organizational culture also serves as a guiding principle for employees in fulfilling their responsibilities and adhering to behavioral values. This study aims to analyze the partial influence of work motivation and organizational culture on employee performance at PT. Srikandi Inti Lestari in Surabaya. The research population comprises all 85 employees of PT. Srikandi Inti Lestari, all of whom participated as respondents. Data analysis methods included descriptive percentage analysis and multiple linear regression, with partial (t-test) and coefficient of determination tests. The results from the linear regression analysis technique indicate that work motivation and organizational culture significantly influence employee performance at PT. Srikandi Inti Lestari in Surabaya ($Y = -6.707 + 0.530X_1 + 0.349X_2$, $t = 6.228$, $p = 0.000$). It is expected that the company can maintain and enhance attention to employee needs, as well as provide support and encouragement to improve employee performance.

Keywords: Work Motivation, Organizational Culture, Employee Performance, Human Resources, Management System.

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1. Introduction

Human Resources play a crucial role in every business activity, and human resource issues remain a primary concern for companies aiming to survive in the era of globalization. Human resources are the most vital aspect within a company compared to other resources such as capital, money, machinery, buildings, and others. The contribution of human resources in a company is to realize the vision and mission of the organization. Human Resources are the integrated capabilities of an individual's intellectual and physical abilities, shaped by their lineage and environment, while their job performance is motivated by the desire to fulfill their satisfaction [1]. A good organization or company should have a management system that can manage and develop the skills that exist in an employee. In essence, the potential of human resources in the operating system is a very important capital to achieve corporate goals. If employees succeed in advancing the company, all parties will enjoy the benefits.

For employees, success is a way to meet their needs and survive, but for the company, success is a way to grow and develop [2]. Often, employees in an organization experience ups and downs in completing their tasks; therefore, they believe that working only because of awareness of having to work, without any reason to encourage them to do their tasks well. Therefore, the provision of expected motivation is needed to improve employee performance.

Motivation is a driving force that encourages a member of an organization to deploy their skills and expertise, as well as their time, to perform activities that are their responsibility and fulfill obligations to achieve organizational goals and objectives [3]. The more motivated someone is to do a job, the better their performance will be, and conversely, the less motivated someone is to do their job, the lower their performance will be [4]. Therefore, motivation is one of the most important factors in influencing and improving employee performance. Motivated employees will feel more enthusiastic, enabling them to perform their tasks even better. Lack of motivation in employees also has negative consequences for the company because it can decrease their performance.

In addition to motivation, which can encourage individuals to perform well, organizational culture can also have an impact. Organizational culture or corporate culture has a significant impact on employee performance. Organizational culture is the assumptions held, implicitly accepted, and how the group feels, thinks, and reacts to its diverse environment [5]. With a good organizational culture, organizations can usually solve the problems they face and achieve organizational goals by relying on the strengths that exist in the organization. The existence of a good organizational culture usually can influence the performance of employees [6].

A research highlights that work motivation and organizational culture collectively bolster employee performance, underscoring their intertwined positive influence [7]. Similarly, another research emphasizes that

organizational culture, job satisfaction, and job commitment significantly enhance employee performance at PT. Srikandi Inti Lestari [8]. Previous studies provide an overview that motivation drives engagement and productivity, while organizational culture fosters an environment where employees feel valued and committed to organizational goals. Together, these factors cultivate a conducive workplace that maximizes employee potential and ultimately boosts performance levels.

A culture requires its members to behave according to the existing culture without feeling forced. If the culture directs the organization's members to work well, then it is guaranteed that its members will do it well. In the end, the application of this culture will produce excellent performance results. In addition to influencing or impacting company performance, the implementation is also related to employee performance. The influence of work motivation and organizational culture is very important for employee performance. High work motivation can increase employee productivity and dedication, while a positive organizational culture can influence job satisfaction and employee involvement. Both are interrelated in forming a work environment that allows employees to achieve their maximum potential.

Performance is the result of an individual's overall success level over a certain period in carrying out tasks compared to various possibilities, such as work results, targets or objectives or criteria that have been determined in advance and agreed upon together [9]. Employee performance is what employees do in terms of quality and quantity to achieve work results, according to the responsibilities given by their superiors [10]. Good performance can be seen from the success of an employee in completing their work. In improving employee performance, it is certainly supported by a positive work culture and motivation from the superior.

Seeing the importance of providing motivation to employees and supported by a strong organizational culture and its influence on employee performance, the author is interested in studying, analyzing, and evaluating motivation, organizational culture, and employee performance in the company. Based on the background of the problem description, the author in this study took the title "The Influence of Work Motivation and Organizational Culture on Employee Performance at PT. Srikandi Inti Lestari in Surabaya".

2. Research Methods

This research employs a quantitative approach. Quantitative method emphasizes the collection of numerically measured data to produce concrete data analyzed using statistical tools [11]. The positivism paradigm is utilized to explore cause-and-effect relationships among the research variables. Both primary and secondary data were collected and organized for analysis using multiple linear regression model with the assistance of SPSS software. The study population consists of 85 employees working at PT. Srikandi Inti Lestari in Surabaya. This population was chosen to encompass all available employees in the company at the time of the study. Sampling was not conducted due to the population size being less than 100 individuals, so this research use the entire population when it is fewer than 100 to ensure the representativeness and generalizability of research findings [12]. This research focuses on all employees of PT. Srikandi Inti Lestari to obtain a comprehensive overview of how work motivation and organizational culture influence their performance. Data were directly collected from 85 respondents who are members of the studied population. Therefore, the research findings can be considered representative of the perceptions and experiences of employees overall within the context of the company.

Data analysis methods involve several key stages. Firstly, questionnaire validity was tested by requiring a Corrected Item to Total Correlation value above 0.3, ensuring the reliability of collected data. Subsequently, reliability testing was conducted using Cronbach's alpha with a threshold above 0.60, to assess consistency and reliability of the questionnaire in measuring the studied variables [13].

The analysis also included classical assumption testing to verify the adequacy of the linear regression model, including normality testing using graphical analysis and multicollinearity testing with Variance Inflation Factor (VIF) and tolerance. Furthermore, multiple linear regression analysis was applied to evaluate the relationship between Work Motivation (X1), Organizational Culture (X2), and Employee Performance (Y). The F-test was used to assess the simultaneous significance of Work Motivation and Organizational Culture on Employee Performance, while the T-test evaluated the partial significance of each independent variable on the dependent variable.

The coefficient of determination (R²) was used to measure how well the independent variables (Work Motivation and Organizational Culture) explained variations in the dependent variable (Employee Performance). By employing this quantitative method, the study provided an in-depth understanding of the impact of Work Motivation and Organizational Culture on Employee Performance at PT. Srikandi Inti Lestari in Surabaya, allowing for comprehensive analysis and generalization of research findings within this organizational context.

3. Results and Discussion

This study conducted several statistical tests to validate the regression model and analyze its outcomes. Firstly, the normality test indicated that all data points followed a normal distribution, supported by both graphical analysis and the Kolmogorov-Smirnov test with a significance value (2-tailed) of 0.465, which exceeds the

threshold of 0.05, confirming the model's normal distribution assumption. Secondly, the multicollinearity test showed that all independent variables had tolerances above 0.10 and VIF values below 10, indicating no significant multicollinearity among the variables. Thirdly, the heteroskedasticity test using scatterplot analysis revealed a consistent variance of residuals across observations, confirming homoskedasticity.

Table 1. Summary of Regression Analysis

Variable	R	R ²	p
Work Motivation*Organizational Culture*Employee Performance	0,861	0,742	0,000

Multiple linear regression analysis demonstrated significant relationships between Work Motivation (X1), Organizational Culture (X2), and Employee Performance (Y). The regression coefficients indicated that Work Motivation had a stronger influence on Employee Performance compared to Organizational Culture. The coefficient of determination (R^2) was 0.720, indicating that 72% of the variation in Employee Performance was explained by Work Motivation and Organizational Culture. Thus, this study successfully analyzed the impact of these variables on Employee Performance, providing insights into their relationships within the organizational context.

PT. Srikandi Inti Lestari continuously strives to enhance employee performance through the provision of work motivation and the implementation of organizational culture aligned with the company's work environment. It is expected that these efforts will positively impact employee performance. Work motivation is a crucial element within a company because it fosters enthusiasm among employees, thereby improving their performance. Similarly, organizational culture serves as a guideline for employees in fulfilling their duties and adhering to behavioral values within the organization. Performance is the result achieved by an individual in carrying out assigned tasks based on skills, experience, dedication, and time [14].

The findings of this study indicate that work motivation significantly influences employee performance. When work motivation increases, assuming organizational culture remains constant, employee performance also improves, and vice versa. Work motivation in this study comprises physical needs, safety and security needs, social needs, recognition needs, and self-actualization needs. Physical needs, safety and security needs, and social needs contribute significantly (72.5%, 68%, and 65.5%, respectively) to employee performance at PT. Srikandi Inti Lestari, compared to recognition and self-actualization needs which contribute 43.5% and 57.2%, respectively. Overall, employee performance is considered satisfactory.

Employee performance concerning the provided work motivation by PT. Srikandi Inti Lestari is already satisfactory, and employees feel content. However, there are some complaints regarding the fulfillment of recognition needs, which are perceived as inadequate due to insufficient attention from the company in providing appropriate recognition to high-performing employees. While PT. Srikandi Inti Lestari has awarded employees deemed to have performed well, the recognition given is considered insufficient or not optimal according to employee expectations.

Providing encouragement as a form of motivation is crucial for boosting employee morale, thereby achieving desired results by management [15]. The relationship between motivation, enthusiasm, and optimal outcomes is linear; with effective work motivation, employee enthusiasm increases, and work results meet performance standards [16]. Positive regression coefficients indicate that higher levels of work motivation correlate with increased employee performance [17].

Furthermore, the study findings reveal that organizational culture also influences employee performance. When organizational culture improves, assuming work motivation remains constant, employee performance also increases, and vice versa [18]. Organizational culture in this study encompasses innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. Innovation, risk-taking, attention to detail, aggressiveness, and stability make significant contributions (83.5%, 85.3%, 76.5%, 76.5%, 84.1%, respectively) to employee performance at PT. Srikandi Inti Lestari, compared to results orientation and team orientation at 76.5% each, indicating that these two indicators perform relatively better. Overall, employee performance is considered satisfactory.

Employee performance concerning the organizational culture implemented by PT. Srikandi Inti Lestari is already satisfactory, and employees feel content. However, there are some concerns regarding people orientation within the organizational culture, which is perceived as insufficient due to perceived disparities in how employees are treated [19]. While leaders have provided fair and equal treatment among employees, the treatment received is considered less than fair or not optimal according to employee expectations.

Organizational culture is the set of rules within a company that guide human resources in carrying out their duties and adhering to behavioral values within the organization [20]. These values are reflected in their daily behaviors and attitudes while within the organization and when representing the organization externally. In essence, organizational culture reflects how employees perform tasks (making decisions, serving others, etc.), which is observable and felt, especially by those outside the organization.

4. Conclusion

The study aims to examine the impact of work motivation and organizational culture on employee performance at PT. Srikandi Inti Lestari. The findings indicate that both work motivation and organizational culture significantly influence employee performance at PT. Srikandi Inti Lestari in a positive direction. This research confirms a positive relationship between work motivation and organizational culture with employee performance at PT. Srikandi Inti Lestari. Higher levels of work motivation and stronger organizational culture lead to significant improvements in employee performance.

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