

The Influence of Organizational Culture and Work Motivation on Employee Performance at The Alfamidi Office in Ambon City

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This study aims to analyze the influence of organizational culture and work motivation on employee performance at the Alfamidi office in Ambon City. The study used a quantitative approach with a survey method of 42 respondents, who were Alfamidi employees in Ambon City. Data collection was carried out by distributing questionnaires using a five-point Likert scale. Data analysis used multiple linear regression with the help of SPSS. The results of the study indicate that organizational culture and work motivation have a positive and significant influence on employee performance. Partial test results indicate that organizational culture significantly influences employee performance. Simultaneous test results indicate that organizational culture and work motivation simultaneously have a significant influence on employee performance. These findings indicate that companies need to strengthen organizational culture and increase work motivation to sustainably improve employee productivity and work quality.

Keywords: Organizational Culture, Work Motivation, Employee Performance.

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1. Introduction

The increasingly rapid development of the business world has created intense competition among companies in various industrial sectors, including modern retail. Companies are required to adapt to changes in the dynamic business environment and increase their competitiveness to maintain their existence. One of the determining factors for an organization's success in facing competition is the quality of its human resources.

Human resources are strategic assets that play a crucial role in achieving organizational goals. An organization's success is determined not only by technological sophistication, substantial capital, or sound management systems, but also by the performance of the employees who carry out all organizational activities. Therefore, companies need to create conditions that encourage improved employee performance.

Employee performance is the work results achieved by an individual in carrying out their duties and responsibilities according to established standards by the organization. High performance can increase company productivity, service quality, and customer satisfaction. Conversely, low performance can hinder the achievement of organizational goals and reduce the company's competitiveness.

In efforts to improve employee performance, various factors can influence it, including organizational culture and work motivation. Organizational culture is a set of values, norms, beliefs, and assumptions held by members of an organization that serve as guidelines for their actions and behavior. A strong organizational culture can create a conducive work environment, increase employee commitment, and encourage better performance.

Besides organizational culture, work motivation is also a crucial factor influencing employee performance. Work motivation is the internal and external drive that drives an individual to exert their abilities and energy to achieve organizational goals. Highly motivated employees tend to exhibit higher work ethic, discipline, and greater productivity than those with low motivation.

Alfamidi, as a growing modern retail company in Ambon City, requires human resources capable of optimally serving customers. To achieve this goal, the company must prioritize implementing a positive organizational culture and creating working conditions that enhance employee motivation.

Based on this description, this study was conducted to determine and analyze the influence of organizational culture and work motivation on employee performance at the Alfamidi Office in Ambon City.

2. Literature Review and Problem Statement

Organizational Culture

Organizational culture is a set of values, beliefs, norms, traditions, and ways of thinking that are understood and shared by members of an organization. Organizational culture serves as a behavioral guideline that guides members in their actions and decision-making.

According to Robbins and Judge (2022), organizational culture is a system of shared meaning held by organizational members that distinguishes one organization from another. Organizational culture provides identity for organizational members and fosters commitment to organizational goals.

Schein (2017) explains that organizational culture is a pattern of basic assumptions discovered, created, or developed by a group as a way to overcome problems of external adaptation and internal integration that has worked well enough to be considered valid to be taught to new members.

A strong organizational culture can create social stability, increase employee loyalty, strengthen work coordination, and improve the overall effectiveness of the organization.

Organizational Culture Indicators

In this study, the indicators of organizational culture refer to Robbins and Judge (2022), namely:

1. Innovation and risk taking.
2. Attention to detail.
3. Results orientation.
4. Individual orientation.
5. Team orientation.
6. Aggressiveness.
7. Stability.

Work Motivation

Work motivation is the force that drives someone to perform work to achieve a specific goal. Motivation is a crucial factor in determining a person's level of enthusiasm, discipline, and work productivity.

According to Hasibuan (2019), work motivation is the provision of driving force that creates a person's passion for work so that they are willing to work together, work effectively, and integrate with all their efforts to achieve satisfaction.

Meanwhile, Robbins and Coulter (2021) explain that motivation is a process that explains the intensity, direction, and persistence of individuals in achieving goals.

Work Motivation Indicators

Based on Maslow's theory, work motivation indicators include:

1. Physiological needs.
2. Security needs.
3. Social needs.
4. Need for appreciation.
5. Self-actualization.

Employee Performance

Performance is the work results achieved by a person according to the tasks and responsibilities given by the organization.

Mangkunegara (2017) stated that performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given.

According to Wibowo (2021), performance is the implementation of plans that have been prepared by the organization to achieve certain goals.

Performance is an indicator of the success of individuals and organizations in carrying out work activities.

Employee Performance Indicators

According to Robbins and Judge (2022), performance indicators include:

1. Quality of work.
2. Quantity of work.
3. Punctuality.
4. Work effectiveness.
5. Work independence.
6. Responsibility.

3. Method

This study uses a quantitative approach with a survey method to analyze the influence of organizational culture and work motivation on employee performance at the Alfamidi Office in Ambon City. The study population was all 42 employees of the Alfamidi Office in Ambon City. Given the relatively small population, this study used a saturated sampling technique (census), so that all members of the population were used as research respondents.

The research data consists of primary and secondary data. Primary data were obtained by distributing questionnaires to respondents using a five-point Likert scale, while secondary data were obtained from various company documents, literature, books, and journals relevant to the research. The independent variable in this study is organizational culture (X_1) and work motivation (X_2), while the dependent variable is employee performance (Y).

Data analysis was performed using the Statistical Package for Social Science (SPSS) program. Prior to hypothesis testing, the research instrument was tested for validity and reliability to ensure its suitability.

Furthermore, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was performed using multiple linear regression analysis, a t-test to determine the partial effect of each independent variable on the dependent variable, and an F-test to determine the simultaneous effect of organizational culture and work motivation on employee performance at a 5% significance level.

4. Results and Discussion

Table 1. Results of Multiple Linear Regression Analysis Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	36,314	3,799		3,796	.034
Organizational culture	.408	.072	.189	2,268	.012
Work motivation	.341	.269	.284	3,796	.034

$$Y = 36.314 + 0.408X_1 + 0.341X_2$$

This equation shows that every one-unit increase in organizational culture will increase employee performance by 0.408 units. Meanwhile, every one-unit increase in work motivation will increase employee performance by 0.341 units.

The significance value of organizational culture is 0.034, which is less than 0.05, so H1 is accepted. This means that organizational culture has a significant effect on employee performance. The significance value of work motivation is 0.02, which is less than 0.05, so H2 is accepted. This means that work motivation has a significant effect on employee performance.

Table 2. F-Test Results (Simultaneous)
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	536,423	2	218,212	23,079	.002b
	Residual	658,148	39	16,876		
	Total	694,571	42			

The significance value of 0.002 is less than 0.05, so H3 is accepted. Thus, organizational culture and work motivation jointly have a significant effect on employee performance.

4. Discussion

The Influence of Organizational Culture on Employee Performance

The t-test results show that organizational culture has a t-value of 3.796 with a significance level of 0.034 (<0.05). These results prove that organizational culture has a positive and significant effect on employee performance, so the first hypothesis is accepted. These findings indicate that the better the implementation of organizational values, teamwork, work discipline, and results orientation, the higher the employee performance at the Alfamidi Office in Ambon City.

The results of this study support the theory of Robbins and Judge (2022), which states that organizational culture serves as a guideline for organizational member behavior in achieving company goals. This research also aligns with research by Putri and Nugroho (2022), which found that organizational culture has a positive influence on improving employee performance. Therefore, strengthening organizational culture is a crucial strategy for increasing employee productivity.

The Influence of Work Motivation on Employee Performance

The results of the second hypothesis test indicate that work motivation has a t-value of 2.268 with a significance level of 0.012 (<0.05). These results indicate that work motivation has a positive and significant effect on employee performance, thus accepting the second hypothesis. This means that the higher an employee's work motivation, the higher their performance.

These findings support Maslow's theory, which explains that fulfilling individual needs will lead to increased work enthusiasm and productivity. These findings also align with Rahman's (2021) research, which concluded that work motivation is a crucial factor influencing employee performance. Therefore, companies need to increase work motivation through rewards, career development opportunities, and fair compensation systems.

The Influence of Organizational Culture and Work Motivation on Employee Performance

The F-test results show a calculated F-value of 23.079 with a significance level of 0.002 (<0.05). These results prove that organizational culture and work motivation simultaneously have a positive and significant effect on employee performance, thus accepting the third hypothesis. The regression equation obtained is $Y = 36.314 + 0.408X_1 + 0.341X_2$ shows that both variables make a positive contribution to improving employee performance.

The results of this study reinforce the theory of Robbins and Judge (2022), which explains that a strong organizational culture and high work motivation can increase organizational effectiveness. These findings also align with research by Sari and Hidayat (2023), which found that organizational culture and work motivation jointly have a significant impact on employee performance. Therefore, companies need to manage both factors sustainably to improve the quality of human resources and achieve organizational goals.

5. Conclusion

1. Organizational culture has a positive and significant influence on employee performance at the Alfamidi Office in Ambon City.
2. Work motivation has a positive and significant influence on employee performance at the Alfamidi Office in Ambon City.
3. Organizational culture and work motivation simultaneously have a positive and significant influence on employee performance at the Alfamidi Office in Ambon City.

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