

## The Influence of Motivation and Organizational Culture on Employee Performance PT Madubaru PG/PS Madukismo

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**Abstract.** This research examines (1) motivation on employee performance at PT Madubaru PG/PS Madukismo, (2) organizational culture on employee performance at PT Madubaru PG/PS Madukismo, and (3) motivation that determines employee performance and the influence of organizational culture. At PT Madubaru PG/PS Madukismo. This research will study cause and effect relationships using a quantitative approach. This research is classified as survey research whose research instrument is a questionnaire. The sample for this research consisted of 120 employees from all departments of PT Madubaru PG/PS Madukismo. The sampling technique used was proportional sampling. Data was collected using a questionnaire which was tested for validity and reliability. The data analysis technique used is multiple regression. The test results state: (1) motivation has a positive and significant effect on the performance of PT Madubaru PG/PS Madukismo employees. It can be seen that the beta coefficient ( $\beta$ ) is 0.135 ( $p=0.039$ ) and contributes to the influence of motivation on employee performance at PT Madubaru PG/PS Madukismo of ( $\Delta R^2$ ) 0.045; (2) organizational culture has a positive and significant effect on the performance of PT Madubaru PG/PS Madukismo employees. It can be seen from the beta coefficient ( $\beta$ ) of 0.281 ( $p=0.003$ ) and the contribution of organizational culture to employee performance at PT Madubaru PG/PS Madukismo of ( $\Delta R^2$ ) 0.090; and (3) motivation and organizational culture have a positive and significant influence on the performance of PT Madukismo employees. It can be seen using the statistical results of the regression test that motivation with a beta coefficient ( $\beta$ ) of 0.276 ( $p=0.024$ ) and organizational culture ( $\beta$ ) of 0.123 ( $p=0.003$ ) have a positive and significant effect on employee performance. The contribution of the influence of motivation and organizational culture on employee performance is ( $\Delta R^2$ ) 0.085 (8.5%) and the rest are other variables.

**Keywords:** motivation, organizational culture, the performance of employees

### INTRODUCTION

HR (Human Resources) is an important element in an organization to achieve goals. No matter how good the organization or infrastructure, an organization will not be successful without its role. This is because human resources act as the engine of organizational activities. People manage and operate facilities or infrastructure in an organization. Therefore, managing HR practices plays an important role in improving organizational performance (Palupi, 2017).

Companies and organizations function because of the activities of each individual. Companies survive because human activity is well structured. For a company to survive, it needs to be required to maintain the quality of its human resources. Companies need to monitor their human resources to ensure employee performance is maintained. To improve employee performance, implement initiatives, namely, education, training, compensation, employee &

family health, creating a safe and comfortable work environment, most importantly work safety.

PT Madubaru is a company owned by the Ngayogyakarta Hadiningrat Sultanate which runs the sugar cane farming industry and makes sugar cane farmers true partners. This company is headquartered in Tirtonirmoro, Kasihan City, Bantul, Yogyakarta. PT Madubaru uses advanced and environmentally friendly technology, professional and innovative management to produce our products, providing the best service.

According to Mangkunegara (2009: –75), there are three indicators that can be used to check whether employees are performing well in an organization. These indicators are the quality of work and quantity of work. PT Madubaru's culture is considered bad and the performance of its employees is unsatisfactory. Indicators of organizational culture are: application of norms, values, beliefs, application of philosophy, application of codes of ethics, history of the organization, Afandi (2018: 101).

The company has of course established standard regulations and policies. Each company is also unique in managing this policy. These characteristics represent the company's moral or ethical code. PT Madubaru believes that the wages given are in line with workers' expectations. The company also believes that the absence of rewards and punishments will not affect employee performance. In reality, this policy does not significantly improve employee performance every year

Looking at the background above, this research aims to determine "The Influence of Motivation and Organizational Culture on the Performance of PT Madubaru PG/PS Maksimo".

### **Problem Statement**

1. How does motivation influence the performance of PT Madu Baru PG/PS Madukismo employees?
2. How does organizational culture influence the performance of PT Madu Baru PG/PS Madukismo employees?
3. How do motivation and organizational culture influence the performance of PT Madu Baru PG/PS Madukismo employees?

### **Researcher's Objectives**

This research is to find out how big the influence is:

1. Motivation for the performance of PT Madu Baru PG/PS Madukismo employees.
2. Organizational culture on the performance of PT Madu Baru PG/PS Madukismo employees.

3. To find out whether motivation and organizational culture influence the performance of PT Madubaru PG/PS Madukismo employees.

## RESEARCH METHODS

### Population

According to Imas Masturoh, (2018), Population is an object/subject that has characteristics determined by researchers for research purposes and from there conclusions are drawn. The research subjects were permanent employees of PT Madubaru PG/PS Madukismo. namely the Human Resources Department, Financial Accounting Department, Internal Audit Department (SPI), Marketing Department, and Facilities Department. The number of employees in the department, factory department, production department and the Sepitus factory is 330 employees.

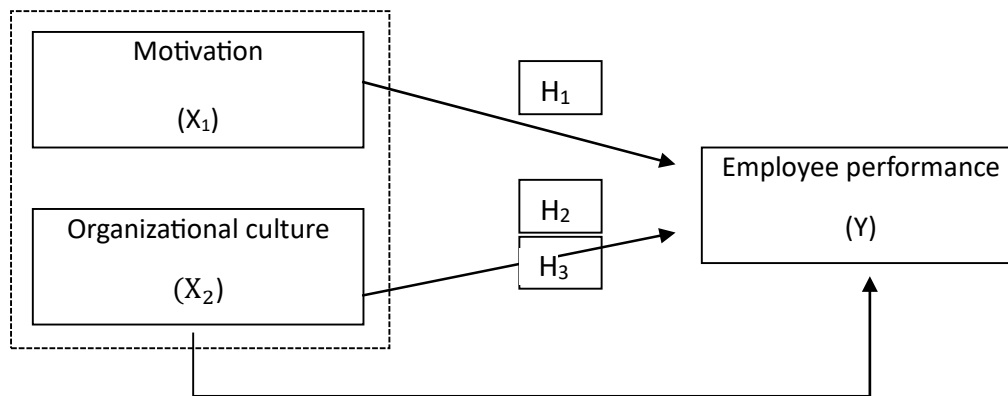
### Sample

According to Sugiyono (2010), the sample is part of the population and functions as a data source for research. The sampling method used in this research is proportional sampling. 120 respondents were used in this research.

### Previous Research

No	Researcher	Year	Title	Data analysis technique	Research result
1.	Ningshi, H. Zaki, WL Hadilawati	2021	The influence of work motivation and work environment on employee performance	quantitative	Work motivation has a positive influence on employee performance
2.	Febriani Ramli	2022	The influence of organizational culture on employee performance	Partial Least Squares Structural Equation Modeling (PLS-SEM)	Organizational culture has a positive effect on employee engagement
3.	Wicaksono,W, Suyatin, S.Sunarsi, D,,Affandi,A. Herling, H.	2021	The influence of training, motivation and organizational culture on employee performance	regression test, correlation,	training, motivation, and organizational culture significant influence on employee performance

## Research Paradigm



Information:

1. H<sub>1</sub> : The influence of motivation on employee performance.
2. H<sub>2</sub> : The influence of organizational culture on employee performance.
3. H<sub>3</sub> : The influence of motivation and organizational culture on employee performance

## RESEARCH RESULTS AND DISCUSSION

### Research Results

The data used in this research is primary data. Collection was carried out by distributing questionnaires to 120 respondents at PT Madubaru.

#### 1. Descriptive Analysis

##### Respondent Characteristics

##### 1) Gender

**Table 1. Characteristics of Gender Respondents**

Gender	Frequency	Percentage(%)
Man	99	82,5
Women	21	17,5
<b>Amount</b>	<b>120</b>	<b>100,0</b>

Based on the table of 120 respondents, 82.5% are men and 17.5% are women, which is the majority. So the respondent is male, this means that the recruitment process for male employees meets the specified criteria.

## 2) Age

**Table 2. Characteristics of Age Respondents**

Age	Frequency	Percentage(%)
20-30 year	9	7,5
31-40 year	26	21,7
41-50 year	50	41,7
51-60 year	35	29,1
<b>Amount</b>	<b>120</b>	<b>100,0</b>

Of the 120 respondents aged above, the age frequency was between 41 - 50 years (41.7%), followed by age 51 - 60 years (29.1%). 21.7% of respondents were aged between 31 - 40 years, and the lowest was 7.5%, aged 20 - 30 years. Respondents are 41 - 50 years old, do not require training and are considered to have work experience so they can maximize their performance.

## 3) Education

**Table 3. Characteristics of Respondents' Last Education**

Education	Frequency	Percentage(%)
SD	7	5,8
SMP	11	9,2
SMA	75	62,5
Diploma	8	6,7
S1	19	15,8
<b>Amount</b>	<b>120</b>	<b>100</b>

The above data shows that 5.8% of employees have an elementary school diploma, 9.2% have a middle school diploma, 62.5% have a high school diploma, 6.7% of employees have a high school diploma and 6.7%. 15.8% of employees with diploma qualifications, S1, that the majority of employees have secondary school education (62.5%), because the minimum recruitment standards set high school standards.

## 4) Length of Work

**Table 4. Characteristics of Respondents Years of Work**

Length of Work	Frequency	Percentage(%)
< 1 year	6	5
1-5 year	37	30,8
6-10 year	48	40
11-15 year	21	17,5
>15 year	8	6,7
<b>Amount</b>	<b>120</b>	<b>100,0</b>

Data above 5% worked less than 1 year, 30.8% of employees worked 1-5 years, 40% of employees worked 6-10 years, 40% of employees. Those working 11 - 15 years 17.5%, working more than 15 years 6.7%. The majority of PT Madubaru PG/PS Madukismo employees work for 6 - 10 years. PT Madubaru PG/PS Madukismo employees are quite experienced at work.

## 2. Analysis of Variable Category Descriptions

### 1) Motivation

**Table 5. Categorization of Motivational Variables**

Category	Score Intervals	Frequency	Percentage(%)
Tall	$X \geq 25,76$	26	21,6
Currently	$21,88 \leq X < 25,76$	84	70
Low	$X < 21,88$	16	10,8
Amount		<b>120</b>	<b>100,00</b>

High category motivation (i.e. 21.6%), moderate motivation rating (i.e. 70%), low motivation rating (i.e. 10.8%), medium motivation variable does not show enthusiasm for work.

### 2) Organizational Culture

**Table 6. Categorization of organizational culture variables**

Category	Score Intervals	Frequency	Percentage(%)
Tall	$X \geq 12,82$	28	23.3
Currently	$10,22 \leq X < 12,82$	78	65
Low	$X < 10,22$	14	11.6
Amount		<b>120</b>	<b>100,00</b>

High organizational culture was 23.3%, medium organizational culture was 65%, and low organizational culture was 11.6%. The medium category means that PT Madubaru employees follow the culture in the office but it does not influence employee.

### 3) Employee Performance

**Table 7. Categorization of Employee Performance Variables**

Category	Score Intervals	Frequency	Percentage(%)
Tall	$X \geq 15,9$	24	20
Currently	$13,6 \leq X < 15,9$	81	67.5
Low	$X < 13,6$	15	12.5
Amount		<b>120</b>	<b>100,00</b>

Table 17 includes high category employees having a performance assessment of 20%, medium employees having a performance assessment of 67.5%, and low employees having a performance assessment of 12.5%, the medium performance variable, meaning that the employee's performance is normal and the service provided by the employee is not good.

### 3. Classic Assumption Test

#### 1) Normality test

According to Bahrudin (2014: 113), the normality test is a test to determine the normal distribution of data, which will later be related to the choice of statistical test. This research uses the Kolmogurov-Smirnov test, obtained:

**Table 8. Normality Test Results**

Variable	Significance	Information
Motivation	0,062	Normal
Organizational culture	0,058	Normal
Employee performance	0,087	Normal

In the table above ( $\text{sig} > 0.05$ ), it can be concluded that the research data is normally distributed.

#### 2) Linearity Test

Linearity test to determine whether there is a significant linear relationship between two variables. A linear relationship between two variables occurs if the significance (linearity) is less than 0.05, Ghozali (2016:159).

**Table 9. Linearity Test Results**

Variabel	Signifikansi	Keterangan
Motivation	0,225	Linier
Organizational culture	0.673	Linier

The results of the table above show that the significance values for all variables are greater than 0.05 ( $P > 0.05$ ). Linear in nature.

#### 3) Multicollinearity Test

According to Ghozali (2018: 107), to find the multicollinearity value, you can look at the tolerance value and its inverse, namely the variance inflation factor (VIF).

**Tabel 10. Hasil Uji Multikolinieritas**

Variabel	Tolerance	VIF	Kesimpulan
Motivasi	0,976	1,025	Non Multikolinieritas
Budaya Organisasi	0,976	1,025	Non Multikolinieritas

The data above shows that all variables have a tolerance of  $>0.1$  and a VIF value of  $<10$ . It can be concluded that multicollinearity does not occur in the regression model.

#### 4. Hypothesis Testing

Hypothesis testing involves statistically testing the truth of a statement and drawing conclusions to accept or reject the statement. Hypothesis testing is carried out to make the right decision regarding the proposed hypothesis, Arifin (2017:17).

**Table 11. Results of Regression Analysis of Motivation and Organizational Culture on Employee Performance**

Independent Variable	Employee performance			
	Model 1 ( $\beta$ )	Model 2 ( $\beta$ )	Model 3 ( $\beta$ )	Model 4 ( $\beta$ )
Control Variables				
Gender	-0,096	-0,054	-0,105	-0,067
Age	-0,120	-0,112	-0,066	-0,060
Education	-0,121	-0,111	-0,172	-0,064
Length of work	-0,103	-0,115	-0,166	-0,177
Motivation		0,135*	-	0,276*
Organizational culture		-	0,281**	0,123**
<b>R<sup>2</sup></b>	<b>0,035</b>	<b>0,051</b>	<b>0,109</b>	<b>0,123</b>
<b><math>\Delta R^2</math></b>	<b>0,035</b>	<b>0,045</b>	<b>0,090</b>	<b>0,085</b>

a. Hypothesis Test 1

Work motivation has a positive effect on employee performance with ( $\beta$ ) 0.135 (\*S). the influence of work motivation on employee performance is ( $\Delta R^2$ ) 0.045; concluded that the first hypothesis is accepted.

b. Hypothesis Test 2

Organizational culture has a positive influence on employee performance with ( $\beta$ ) 0.281 (p). ( $p < 0.05$ ;  $p = 0.003$ ). The contribution of organizational culture to employee performance is ( $\Delta R^2$ ) 0.090. It was concluded that the second hypothesis was accepted.



c. Hypothesis Test 3

Work motivation ( $\beta$ ) was obtained at 0.276 (\*S). (\* $p < 0.05$ ;  $p = 0.024$ ) and organizational culture ( $\beta$ ) 0.123 ( $p < 0.05$ ;  $p = 0.003$ ) have a positive effect on employee performance. So the influence of work motivation and organizational culture has a positive effect on employee performance of ( $\Delta R^2$ ) 0.085. Hypothesis 3 has a positive effect on employee performance.

**Table 12. Summary of Hypothesis Results**

No.	Hypothesis	Results
1.	Work motivation has a positive effect on employee performance.	Proven
2.	Organizational culture has a positive influence on employee performance	Proven
3.	Work motivation and organizational culture has a positive effect on employee performance	Proven

## Discussion

### 1. The influence of motivation on the performance of PT Madubaru PG/PS Madukismo employees.

From the research results, motivation has a positive effect on employee performance. It can be proven from the results of the regression calculation that ( $\beta$ ) is 0.135 (\* $p < 0.05$ ;  $p = 0.039$ ). The value of work motivation has an effect on employee performance of ( $\Delta R^2$ ) 0.045; so the results of the first hypothesis are accepted.

### 2. The influence of organizational culture on the performance of PT Madubaru PG/PS Madukismo employees

The research results have a positive effect. This can be proven by regression calculations which obtain a value ( $\beta$ ) of 0.281 (\* $p < 0.05$ ;  $p = 0.003$ ). The influence of organizational culture on employee performance is ( $\Delta R^2$ ) 0.090; so the results of the second hypothesis are accepted.

### 3. The influence of motivation and organizational culture on the performance of PT Madubaru PG/PS Madukismo employees

The research results were proven by using a regression test on work motivation. ( $\beta$ ) 0.276 (\* $p < 0.05$ ;  $p = 0.039$ ) and organizational culture ( $\beta$ ) 0.123 ( $p < 0.05$ ;  $p = 0.003$ ) this has a positive impact on employee performance. The contribution of work

motivation and organizational culture has a positive effect on employee performance ( $\Delta R^2$ ) 0.085. Hypothesis 3 can be accepted.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

1. At PT Madubaru PG/PS Madukismo work motivation has a positive and significant effect on employee performance. This is proven by the results of the beta coefficient ( $\beta$ ) 0.135 ( $*p > 0.05$ ;  $p = 0.039$ ). That work motivation influences employee performance at PT Madubaru PG/PS Madukismo by ( $\Delta R^2$ ) 0.045.
2. At PT Madubaru PG/PS Madukismo company culture has a positive and significant effect on employee performance. The results of the beta coefficient ( $\beta$ ) were 0.281 ( $p < 0.05$ ;  $p = 0.003$ ). That organizational culture influences employee performance at PT Madubaru by ( $\Delta R^2$ ) 0.090.
3. Motivation and organizational culture have a positive effect on the performance of PT employees. New Honey. The statistical results of the regression test show motivation with a motivational beta coefficient ( $\beta$ ) of ( $\beta$ ) 0.276 ( $*p < 0.05$ ;  $p = 0.024$ ) and organizational culture (( $\beta$ ) 0.123 ( $p < 0.05$ ;  $p = 0.003$ ) culture and motivation have a positive effect and significant to employee performance. The contribution of motivation and culture has an effect on employee performance of ( $\Delta R^2$ ) 0.085.

### **Suggestions**

Based on research findings, it was found that motivation and organizational culture influence the performance of PT employees. New Honey. Why PT. Madubaru is recommended:

1. In terms of motivation, it is important to encourage further development and maintain employee motivation by rewarding employees who excel. Compensation in the form of salary increases, bonuses, promotions, etc. In this way, employees can be motivated to work hard and improve their performance to achieve better performance and results.
2. Regarding organizational culture, all employees must be briefed on company policies and its vision and mission. Companies must also act firmly and impose sanctions on employees who commit violations. This way you can create a good organizational culture.

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