

## THE ROLE OF MOTIVATION IN MEDIATING THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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### ABSTRACT

In a business, human resources are crucial. High-quality human resources may provide value to a business, boost its competitive edge, and aid in decision-making that will ultimately improve worker performance. Without effective staff performance, the company cannot accomplish its objectives. In Denpasar City, Bali, this study was carried out at one of the state-owned businesses. The pre-survey's findings suggested that there could be issues with staff performance at the research location. 41 employees were chosen as the study's sample using the saturation sampling approach. Questionnaires were distributed and interviews were conducted in order to collect data. Path analysis with SPSS, the Sobel test, and the VAF test were the data analytic methods employed in this study. Based on the study's findings, it can be concluded that organizational culture has a positive and significant impact on worker performance, motivation has a positive and significant impact on worker performance, and motivation can mediate the effect of organizational culture on worker performance. From the standpoint of self-determination theory, the implications of this study conceptually validate the findings of earlier research. The research's practical implications offer a guide for a policy that managers and staff may use to enhance employee performance through organizational culture and motivation.

**Keywords:** Employee Performance; Motivation; Organizational Culture

### Introduction

The role of human resources enables the achievement of company objectives (Iswandi, 2021). This requires the ability to improve the quality of human resources because the development of technology and trade is determined by the humans who are the actors and drivers (Jufrizen & Rahmadhani, 2020). Organizations need reliable human resources so that they can provide a role in the form of their performance which is very calculated to achieve the vision and mission of the organization. Therefore, a company that can manage and optimize existing HR capabilities will be able to achieve its goals (Sintaasih & Astitiani, 2019).

Quality human resources are an added value for the organization and help make optimal decisions to contribute to its competitive advantage which is reflected in its good performance (Yong et al., 2020). The corporation uses employee performance as a baseline to gauge how well workers can do their given responsibilities, hence employee performance matters (Dwinanda, 2022). It can also be said that performance is like the answer to the success of an organization that has been planned (Putra & Surya, 2023).

Organizational culture is thought to be the most important element influencing employee performance (Rivai, 2020). Because organizational culture is a habit that arises in the organizational hierarchy and symbolizes the standards of conduct adhered to by members of the organization's workforce, it plays a crucial role in attempts to attain organizational objectives (Sarumaha, 2022). Organizational culture is one of the strategies to motivate employees to achieve maximum performance (Meutia & Husada, 2019). The impetus for someone to do work is what is called motivation (Aprila & ArthaWibawa, 2020). Motivation that is generated due to external stimuli is external motivation, in the form of regulations, company policies, interactions between employees, and so on (Sutoro, 2020).

The purpose of this study is to measure the extent to which employee motivation contributes to improving their performance. This study will look at the correlation between the level of employee motivation and various performance indicators such as productivity, work quality, and job satisfaction.

According to (Sularwan & Santoso, 2020), organizational culture has a favorable association with employee performance and is crucial in enhancing employee performance in a firm. On the other hand, study by (Anggara, Sujana, & Novarini, 2022) claims that employee performance is not much impacted by company culture. This research was done again because the problem's history reveals that there are discrepancies in the research findings (research gap) between one study and earlier studies.

### Research Method

This study examines and determines the function of motivation in moderating the impact of corporate culture on worker performance using an associative quantitative methodology. This study was carried out at BPJS Ketenagakerjaan Denpasar City due to signs of employee performance issues inside the organization. The research sample for this study consisted of 41 employees, who comprised the population of the study. The research sample was selected using the saturation sampling approach. Primary data from interviews and questionnaire distribution are used in the research. Since variable measurement makes use of several indicators, validity and reliability instrument tests must be performed to ensure that the questionnaire data returns are feasible. A Likert scale with a range of one to five, with the parameters of one strongly disagree to five strongly agree, is used to measure the data obtained from the questionnaire. With the use of SPSS version 25 software, the questionnaire data is analyzed using path analysis, classical assumption test, sobel test, and VAF test.

### Result And Discussion

Table 1

Respondent Characteristics				
No	Variable	Classification	Number (People)	Percentage (%)
1	age	21-30 years	12	29,3%
		31-40 years	21	51,2%
		41-50 years	7	17,1%
		51-60 years	1	2,4%
	<b>amount</b>		<b>41</b>	<b>100</b>

2	Gender	Male	31	75,6%
		Female	10	24,4%
<b>amount</b>			<b>41</b>	<b>100</b>
3	Last Education	JUNIOR HIGH	1	2,4%
		SMA/SMK	9	22%
		S1	28	68,3%
		S2	3	7,3%
<b>amount</b>			<b>41</b>	<b>100</b>
4	Length of Service	<1 years	1	2,4%
		1-5 years	10	24,4%
		6-10 years	20	48,8%
		>10 years	10	24,4%
<b>amount</b>			<b>41</b>	<b>100</b>

Table 1. Presents the characteristics of respondents. Characteristics based on age show that respondents aged 31-40 years dominate with a percentage of 51.2 percent. When viewed based on gender, data related to male employees dominate with a percentage of 75.6 percent. Based on the respondent's education data, respondents with the latest S1 education dominate, namely 68.3 percent. When viewed from the length of work, those who work for 6-10 years dominate with a percentage of 48.8 percent.

The validity of the instrument is shown by a correlation coefficient value of  $\geq 0.3$ . A correlation coefficient of validity test findings over 0.3 was achieved by indicators of employee performance, motivation, and organizational culture, indicating that they meet the requirements and may be used to assess these variables in study. A Cronbach Alpha of more than 0.60 indicates a consistent and trustworthy measurement device. The organizational culture, motivation, and personnel performance scores are 0.758, 0.731, and 0.763, respectively, indicating that the dependability standards have been satisfied.

The organizational culture variable has an average of 4.32 with the highest score on the statement "I always understand the tasks that must be done first" and the statement "I am able to work well together in a team", with a score of 4.46 which is classified as very strong. The statement "The company gives employees freedom in making decisions" and the statement "The company is able to provide a good career path for employees", have the lowest score with a score of 4.12 which is classified as strong.

Motivation's average score of 4.36 falls into the strong category. The highest score of the challenge indicator is the statement "I feel comfortable with my coworkers", with a score of 4.49 which is classified as very high. The lowest average is the statement "I get rewards that match the workload", with a score of 4.15 which is classified as high.

Employee performance has an average score of 4.31 and is categorized as quite good. The statement "I do not violate the norms that exist in the company", has the highest score with 4.54 which is classified as very good. The lowest average is the statement "I am willing to work overtime when urgent so that all work is completed properly according to the specified time", with a score of 4.10 which is classified as good.

**Table 2**  
Results of Regression Analysis for Sub-Structure 1

Model	Under standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	24,201	4,470		5,414	0,000
Organizational Culture	0,450	0,103	0,572	4.354	0,000
R <sup>2</sup> : 0,327					
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Organizational Culture					

Source: primary data processed, 2024

This is the formulation of the structural equation that was generated based on the analytical results shown in Table 2.

$$Z = \beta_2 X + e_1$$

$$Z = 0,572X + e_1$$

According to the structural equation, the boredom variable has a coefficient of 0.572, indicating a positive relationship between organizational culture and employee performance. In other words, if organizational culture rises, employee performance will follow suit.

**Table 3**  
Regression Analysis Results on Sub-Structure 2

Model	Under standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3,586	5,740		-0,625	0,536
Organizational Culture	0,464	0,122	0,446	3,804	0,001
Motivation	0,611	0,155	0,462	3,935	0,000
R <sup>2</sup> : 0,648					
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Motivation, Organizational Culture					

Source: primary data processed, 2024

This is the formulation of the structural equation that was generated based on the analytical results shown in Table 2.

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = 0,446 + 0,462 + e_2$$

The examination of how corporate culture affects employee performance yielded a beta coefficient value of 0.446. This indicates that motivation is positively and significantly impacted by organizational culture, and vice versa. The value of the beta

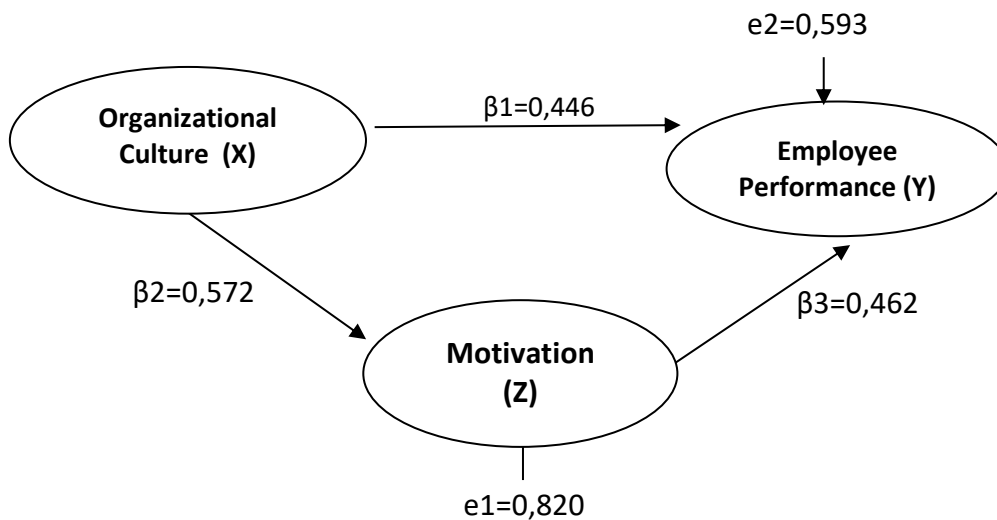
coefficient for motivation is 0.462. This finding implies that employee performance is significantly impacted by motivation and vice versa.

**Table 4**  
**Direct Effect and Indirect Effect of Research Variables**

Variable Influence	Direct Influence	Indirect Effect	Total Influence
X-Y	0,446	0,264	0,71
X-Z	0,572	-	0,572
Z-Y	0,462	-	0,462

Source: primary data processed, 2024

A overview of the route analysis technique's findings, which were utilized to determine the outcomes of each path in each structural equation, is presented in Table 4. These results show that organizational culture has a direct impact of 0.446 on employee performance, a direct impact of 0.572 on motivation, a direct impact of 0.462 on employee performance from motivation, and an indirect impact of 0.264 on organizational culture on employee performance. The overall impact of organizational culture on worker performance is 0.71 times larger than the direct impact, indicating that the use of motivation as a mediating variable will improve the impact of organizational culture on worker performance.



**Figure 1**  
**Path Analysis Model**

Source: primary data processed, 2024

With a total determination value of 0.763, organizational culture and motivation variables account for 76.3 percent of employee performance variables, with other factors not included in the model accounting for the remaining 23.7 percent.

The Kolmogorv-Smirnov One-Sample A test is performed to ascertain whether or not the study's data is regularly distributed. For sub-structures 1 and 2, asymp.sig. (2-

tailed) Kolmogorov-Smirnov values are 0.200 and 0.090. The fact that this result is higher than the alpha threshold of 0.05 indicates that the research model's data has a normal distribution and passes the normality test. Because the regression model has a tolerance of  $> 0.10$  and a VIF value of  $< 10$ , the results of the multicollinearity test demonstrate that the model is free from multicollinearity. Each model with a Sig. value over 0.05 indicates that the variables are free of absolute residuals and heteroscedasticity symptoms, according to the findings of the heteroscedasticity test.

The influence of corporate culture on employee performance was tested, and the findings showed that  $H_0$  is accepted and  $H_1$  is rejected. The beta coefficient value was 0.446, with a significance threshold of  $0.001 < 0.05$ . This value suggests that employee performance is positively and significantly impacted by corporate culture. This implies that employee performance inside the firm may be enhanced by an organization's stronger organizational culture (Jufrizen & Rahmadhani, 2020). Employee performance inside a corporation can be positively impacted by organizational culture, according to a different study (Meng & Berger, 2019).

The influence of corporate culture on motivation was tested, and the findings showed that  $H_0$  is accepted and  $H_1$  is rejected. The beta coefficient value was 0.572, with a significance threshold of  $0.000 < 0.05$ . These findings suggest that motivation is positively and significantly impacted by company culture. Employee motivation inside a firm will rise in direct proportion to the quality of its organizational culture (Siregar, 2020). Similarly, studies conducted by (Putra & Surya, 2023) indicate that a company's organizational culture might impact employee motivation.

The hypothesis testing results regarding the impact of motivation on employee performance indicate that  $H_0$  is accepted and  $H_0$  is rejected. The beta coefficient value is 0.462 at a significance level of  $0.000 \leq 0.05$ . This demonstrates that employee performance is positively and significantly impacted by motivation. Employee motivation is crucial to their ability to perform efficiently and complete given duties in accordance with the operational requirements of the business. Another force that enables someone to act in a way that advances certain goals is motivation (Indahingwati et al., 2019). An employee's performance increases with their level of job motivation (Suryawan & Suwandana, 2019).

Using the Sobel test to test a hypothesis on how corporate culture influences employee performance through motivation, the results showed that the Z value was  $2.463 > 1.96$ . These findings suggest that the impact of corporate culture on worker performance may be mitigated by the motivation variable. This demonstrates how motivation may act as a mediator between company culture and worker performance. Accordingly, motivation acts as a mediator in the indirect relationship that exists between employee performance characteristics and organizational culture variables (Antony & Hariyanto, 2021). An organization's high organizational culture is thought to boost motivation, which can significantly improve worker performance (Purnamasari, 2021).

Theoretical implications are implications related to the contribution of research to concepts in science. The implications in this study can strengthen previous research and become a reference regarding the relationship between organizational culture and



employee performance mediated by motivation through the perspective of Self-Determination Theory. The hypothesis in this study is proven, where organizational culture and motivation are able to significantly affect employee performance. So that the results of this study can be one of the references for BPJS Ketenagakerjaan Denpasar City which is the research location to consider the performance of its employees by paying attention to organizational culture and employee motivation.

### Conclusion

Several conclusions can be made from the research results, including the following: motivation has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on employee performance, and motivation significantly mediates the effect of organizational culture on employee performance. To improve employee performance, the leadership of BPJS Ketenagakerjaan Denpasar City must be aware of the organizational culture that is in place at the firm. It is anticipated that future studies will be able to broaden the study's population and breadth, alter data analysis methods as necessary, and improve research references.

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