



The Influence of Organizational Culture and Work Motivation on Employee Performance

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ARTICLE INFO

Article history:
Received: 01/06/2021
Revised: 07/06/2021
Accepted: 15/06/2021

Keywords:

Organizational Culture, Work Motivation, and Employee Performance

ABSTRACT

This study aims to determine the effect of organizational culture and work motivation on employee performance (a case study on employees of Metro Cash & Credit Tebing Tinggi). The results of hypothesis testing using multiple linear regression analysis with two independent variables and one dependent variable. The results showed that: The first hypothesis proposed states that: Organizational Culture has an effect on Employee Performance, from table 4.12 it is obtained that the tcount value is 13.878 with $\alpha = 5\%$, t table (5%; 40-2 = 38) obtained a t-table value of 2, 02439. From this description it can be seen that tcount (13.838) > ttable (2.02439), as well as the significance value of 0.000 < 0.05, it can be concluded that the first hypothesis is accepted, meaning that the Organizational Culture Variable (X1) affects the Employee Performance Variable (Y). The second hypothesis proposed states that: Work Motivation has an effect on Employee Performance, from table 4:12 it is obtained that the t-count value is 2,150. With $\alpha = 5\%$, t table (5%; 40-2 = 38) obtained t table value of 2.02439. From this description it can be seen that tcount (2.150) > ttable (2.02439), and the significance value is 0.038 < 0.05, it can be concluded that the second hypothesis is accepted, meaning that the Work Motivation Variable (X2) has an effect on the Employee Performance Variable (Y). The third hypothesis proposed states that: Organizational Culture and Work Motivation simultaneously influence employee performance. Table 4.13 shows that the Fcount value is 166.004. With $\alpha = 5\%$, dk numerator: 2, dk denominator: n-k-1 (5%; 2; 37) obtained Ftable value of 3.25. From this description it can be seen that Fcount (166.004) > Ftable (3.25), and a significance value of 0.000 < 0.05, it can be concluded that the third hypothesis is accepted, meaning that the Organizational Culture Variable (X1) and Work Motivation Variable (X2) have a significant effect together (simultaneously) on Employee Performance Variables (Y).

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1. Introduction

The survival and growth of a company is not only determined by the success in managing finances based on the strength of capital or money alone, the success of a company is also determined by the performance of its human resources. Human resources are one of the important factors in running a business, because humans are an active, living resource and are always involved in every company activity. A company needs the role of good human resources to be able to compete with other companies. The role of employees in a company is considered very important to achieve its goals, therefore every individual is required to have a good performance.

According to Bernardin and Russel (1998) in Sopiah et al (2018: 350) performance can be defined as follows: "performance is defined as the record of outcomes produced on a specified job function or activity during a time period" (performance is defined as a record of results obtained from a particular job or activity within a certain period). Hasibuan (2011: 94) says: "Performance is a result of work achieved by a person in



carrying out the tasks assigned to him based on skills, experience, and seriousness and time". To achieve good performance, the most dominant element is human resources, even though the planning is well and neatly arranged, but if the person or personnel implementing it is not qualified and does not have high morale, then the planning that has been prepared will be useless. Optimal employee performance will result in satisfaction for both parties, namely the company and the employees themselves.

According to Fillmore H. Stanford (1969 in Mangkunegara, 2015: 93) defines "Motivation as an energizing condition of the organism that serves to direct that organism toward the goal of certain class". (Motivation as a condition that moves humans towards a specific goal). Motivation is often defined as a driving factor in a person's behavior.

According to Bangun (2012) work motivation is an encouragement for employees to carry out their work better. Work motivation is a driving force or impetus in a person to want to behave and work actively and well in accordance with the duties and obligations that have been given to him (Kadarisman, 2012). Motivation is needed to provide encouragement that is able to provide awareness and willingness for employees to work in accordance with what the organization or company wants. In this case, a manager needs to direct motivation by creating organizational conditions (climate) through the formation of a work culture or organizational culture so that employees feel motivated to work harder so that the performance achieved is also high.

Metro Cash & Credit Tebing Tinggi is a cash & credit company, which is located at Jl. SM Raja Kompleks Bandar Sri Mersing No. 5C - 6C Tebing Tinggi and Jl. Thamrin No. 29 Ex. Gambir Market Kec. Padang Hulu. The company is part of the Prioritas Group under the name PT. Metropolitan Mandiri Sarana (MMS). In providing services in the cash & credit sector, all employees must have a good performance so that their duties and responsibilities are in accordance with the existing vision and mission.

Metro Cash & Credit Tebing Tinggi always maintains a good and harmonious relationship with its employees with motivational direction by creating organizational conditions (climate) through the formation of a work culture or organizational culture so that employees feel motivated to work harder so that performance is also high. Like Metro Cash & Credit Tebing Tinggi, it gives awards to outstanding employees once a year. This can trigger employees to improve their performance, provide health insurance for employees and their families, and provide pension benefits.

2. Theoretical Basis

2.1 Human Resource Management

Humans always play an active and dominant role in every organizational activity, because humans become the planner, actor, and determinant of the realization of organizational goals. Goals are impossible to achieve without the active role of employees. Human resource management (HRM) is a part of management that focuses on the role of human regulation in realizing organizational or company goals. Here are some definitions of human resource management (HRM).

In Emron Edison et al (2018: 10) human resource management (HRM) is management that focuses on maximizing the ability of employees or members through various strategic steps in order to improve employee / employee performance towards optimization of organizational goals. Human resource management (HRM) itself is defined as the process of managing, motivating, and building human resources to be able to support organizational activities effectively and efficiently in accordance with the strategic objectives of the organization or company.

2.2 Organizational Culture

Corporate culture (corporate culture) is often exchanged or equated with the term organizational culture (organization culture). Because, in principle, the company is an organization. We often find different services from various organizations or companies, both in terms of uniqueness and manner of serving. This is what differentiates the culture of each organization.

According to Pearce and Robinson (2008) in Edison et al (2018: 117), organizational culture is a group of important assumptions (which are often not clearly stated) that are held together by members of an organization. Every organization has its own culture. The culture of an organization is similar to a person's personality, a theme

that does not exist but exists and is present, providing meaning, direction, and basis or action. In the same way that personality affects a person's behavior, shared assumptions (beliefs and values) by members - members of a company influence the opinions and actions in that company.

2.3 Work Motivation

Motivation is the factors within a person that drive their behavior to fulfill certain goals. The process of arising one's motivation is a combination of the concepts of need, encouragement, goals and rewards (Gitosudarmo and Sudita, 2013). Motivation is the willingness to carry out high efforts to achieve organizational goals conditioned by the ability to attempt to meet certain individual needs (Robbins and Couter, 2004 in Erni Tisnawati Sule et al, 2018: 218).

From the above definition, it is said that work motivation is a condition that moves employees to exert a high level of effort to achieve company goals driven by individual needs. Employee work motivation is also a determining factor for the success of the goals set by the company.

2.4 Employee Performance

Performance can affect the ongoing activities of a company organization, the better the performance shown by employees will be very helpful in organizational development or the company. According to Tumilaar (2015) Performance is a result of performance that can be achieved by a person or group of people which in an organization is in accordance with the authority and responsibility of each in an effort to achieve a goal.

Performance is the result of a process that refers and is measured over a certain period of time based on the provisions, standards or agreements that have been previously determined (in Yusniar 2018: 26). Performance management can be defined as a systematic process to improve organizational performance by developing individual and team performance (in Yusniar 2018: 26). According to Tika (2006) in Sopiah (2018: 350) defines performance as the results of a person's job function which is influenced by various factors to achieve organizational goals within a certain time period.

3. Research Methods

3.1 Research Scope

- a. Research Place
This research was conducted at Metro Cash & Credit Tebing Tinggi, which is located at Jl. SM Raja Kompleks Bandar Sri Mersing No. 5C - 6C Tebing Tinggi, North Sumatra Province.
- b. Research Time
When the research began in January 2020 until the completion of this research was carried out.

3.2 Types and sources of data

- a. Types of Data
This research uses quantitative research methods. According to Sugiyono (2017: 8) quantitative research is a research method based on the philosophy of positivism, used to research on certain populations and samples, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses.
- b. Data Sources
Sources of data in this study use two sources, namely primary data and secondary data.
 - 1) Primary data
Primary data is data obtained directly from the object of research (Sugiyono, 2013). The data in this study were obtained through a researcher questionnaire given to respondents to employees of Metro Cash & Credit Tebing Tinggi.
 - 2) Secondary Data
Secondary data is data collected by people or institutions others (Sugiyono, 2013). Secondary data sources are used to support information obtained from primary data sources, namely library materials, literature, previous research, books, and so on.

4. Discussion

4.1 Classical Assumption Test

The testing of classical assumptions with the SPSS 17.00 program carried out in this study includes:

a. Normality Test

Normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2016: 154). Data normality testing can be done using two methods, graphs and statistics. The normality test of the graph method uses a normal probability plot, while the normality test of the statistical method uses the one sample Kolmogorov Smirnov Test.

The test results using SPSS 17 are as follows:

Table 1.
One Sample Kolmogorov Smirnov Test

		Unstandardized Residual	
N		40	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	.84811514	
Most Extreme Differences	Absolute	.081	
	Positive	.081	
	Negative	-.055	
Kolmogorov-Smirnov Z		.512	
Asymp. Sig. (2-tailed)		.956	
Monte Carlo Sig. (2-tailed)	Sig.	.875 ^c	
	99% Confidence Interval	Lower Bound	.740
		Upper Bound	1.000

a. Test distribution is Normal.

b. Calculated from data.

c. Based on 40 sampled tables with starting seed 2000000.

Source: Data processed from attachment 4 (2020)

From the output in table 1, it can be seen that the significance value (Monte Carlo Sig.) Of all variables is 0.875. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to determine whether in the regression model there is a correlation between the independent variables. The multicollinearity test in this study is seen from the tolerance or variance inflation factor (VIF) value. The calculation of tolerance or VIF values with the SPSS 17.00 for windows program can be seen in Table 2 below:



Table 2.
Multicollinearity Test Results

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	ORGANIZATIONAL CULTURE	.694	1.442
	WORK MOTIVATION	.694	1.442

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data processed from attachment 4 (2020)

Based on table 2, it can be seen that the tolerance value of the Organizational Culture Variable (X1) is 0.694, the Work Motivation Variable (X2) is 0.694 where everything is greater than 0.10, while the VIF value of the Organizational Culture Variable (X1) is 1.442. Work Motivation Variable (X2) is 1.442 where all of them are less than 10. Based on the results of the above calculation, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 10 so there are no symptoms. correlation on independent variables. So it can be concluded that there is no multicollinearity symptom between independent variables in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not occur heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is the Glejser test, in the Glejser test, if the independent variable is statistically significant in influencing the dependent variable, there is an indication of heteroscedasticity. Conversely, if the independent variable is not statistically significant in influencing the dependent variable, there is no indication of heteroscedasticity. This is observed from the probability of significance above the 5% confidence level (Ghozali, 2016; 138). The results of data processing using SPSS 17.00 show the results in the following table:

Table 3
Glejser Test Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.728	.903		1.914	.063
	ORGANIZATIONAL CULTURE	-.006	.038	-.031	-.162	.872
	WORK MOTIVATION	-.046	.053	-.168	-.869	.391

a. Dependent Variable: ABS_RES

Source: Data processed from attachment 4 (2020)

Table 3 shows the significance value for the Organizational Culture Variable (X1) of 0.872, while for the Work Motivation Variable (X2) for 0.391, all of which are greater than 0.050, so it can be concluded that there are no symptoms of heteroscedasticity.



4.2 Multiple Linear Regression Testing

Multiple linear regression testing explains the role of Organizational Culture Variables (X1) and Work Motivation Variables (X2) on Employee Performance Variables (Y). Analysis of the data in this study using multiple linear regression analysis using SPSS 17.00 for windows. The analysis of each variable is described in the following description:

Table 4.
Multiple Linear Regression Results

Model		Coefficients ^a		
		Unstandardized Coefficients	Standardized Coefficients	
		B	Std. Error	Beta
1	(Constant)	-3.276	1.597	
	ORGANIZATIONAL CULTURE	.933	.067	.868
	WORK MOTIVATION	.202	.094	.134

a. Dependent Variable EMPLOYEE PERFORMANCE

Source: Data processed from attachment 4 (2020)

Based on these results, the multiple linear regression equation has the formulation: $Y = a + b_1X_1 + b_2X_2 + \epsilon$, so the equation is: $Y = -3,276 + 0,933X_1 + 0,202X_2$.

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of -3.276 indicates the magnitude of the Employee Performance Variable (Y) if the Organizational Culture Variable (X1) and Work Motivation Variable (X2) are equal to zero.
- The regression coefficient value of the Organizational Culture Variable (X1) (b1) of 0.933 indicates the role of the Organizational Culture Variable (X1) on the Employee Performance Variable (Y) assuming that the Work Motivation Variable (X2) is constant. This means that if the Organizational Culture Variable (X1) factor increases by 1 unit of value, it is predicted that the Employee Performance Variable (Y) will increase by 0.933 unit value assuming the Work Motivation Variable (X2) is constant.
- The regression coefficient value of Work Motivation Variable (X2) (b2) of 0.202 indicates the role of the Work Motivation Variable (X2) on the Employee Performance Variable (Y) assuming the Organizational Culture Variable (X1) is constant. This means that if the Work Motivation Variable (X2) increases by 1 unit of value, it is predicted that the Employee Performance Variable (Y) will increase by 0.202 units of value with the assumption that the Organizational Culture Variable (X1) is constant.

4.3 Coefficient of Determination (R²)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the coefficient of determination, the better the ability of the independent variables to explain the dependent variable. If the determination (R²) is greater (close to 1), it can be said that the influence of variable X is large on the Employee Performance Variable (Y).

The value used in looking at the coefficient of determination in this study is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The coefficient of determination can be seen in Table 5 below:

Table 5.
Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.949 ^a	.900	.894	.87074

a. Predictors: (Constant), work motivation, organizational culture
b. Dependent Variable: employee performance

Source: Data processed from attachment 4 (2020)

Based on table 5, it can be seen that the adjusted R square value is 0.894 or 89.4%. This shows that the Organizational Culture Variable (X1) and Work Motivation Variable (X2) can explain the Employee Performance Variable (Y) of 89.4%, the remaining 10.6% (100% - 89.4%) is explained by other variables outside of this research model.

4.4 Hypothesis Testing

a. t test (partial)

The t statistical test is also known as the individual significance test. This test shows how far the influence of the independent variable partially on the dependent variable.

In this study, a partial hypothesis test was carried out on each independent variable as in Table 6. below:

Table 6.
Partial Test (t)

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-3.276	1.597		-2.051	.047
	organizational culture	.933	.067	.868	13.878	.000
	work motivation	.202	.094	.134	2.150	.038

a. Dependent Variable: employee performance

Source: Data processed from attachment 4 (2020)

a. Hypothesis Testing The Effect of Variable Organizational Culture (X1) on Employee Performance Variables (Y)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1) Reject the hypothesis if $t_{count} < t_{table}$ or $-t_{hitung} > -t_{table}$ or the Sig. > 0.05

2) Accept the hypothesis if $t_{count} \geq t_{table}$ or $-t_{hitung} \leq -t_{table}$ or Sig. < 0.05

From table 6, it is obtained that the tcount value is 13.878. With $\alpha = 5\%$, t table (5%; 40-2 = 38) obtained t table value of 2.02439. From this description it can be seen that tcount (13.878) $>$ ttable (2.02439), as well as the significance value of 0.000 $<$ 0.05, it can be concluded that the first hypothesis is accepted, meaning that the Organizational Culture Variable (X1) affects the Employee Performance Variable (Y). The results of this study are in accordance with the results of research conducted by Mentari Zuhaira Putri (2016), Arief Kurnianto (2016), and Miftah Fazar (2018) with the results showing that organizational culture affects employee performance.

b. Hypothesis Testing The Effect of Work Motivation Variables (X2) on Employee Performance Variables (Y)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1) Reject the hypothesis if $t_{count} < t_{table}$ or $-t_{hitung} > -t_{table}$ or the Sig. > 0.05

2) Accept the hypothesis if $t_{count} \geq t_{table}$ or $-t_{hitung} \leq -t_{table}$ or $Sig. < 0.05$

From table 6, it is obtained that the t-count value is 2,150. With $\alpha = 5\%$, t table (5%; 40-2 = 38) obtained a t-table value of 2.02439. 05, it can be concluded that the second hypothesis is accepted, meaning that the Work Motivation Variable (X2) affects the Employee Performance Variable (Y). The results of this study are in accordance with the results of research conducted by Arief Kurnianto (2016) and Miftah Fazar (2018) with the results showing that work motivation affects employee performance.

b. F Test (Simultaneous)

This test basically shows whether all the independent variables included in this model have a joint influence on the dependent variable. The results of the F test can be seen in the following table 7:

Table 7
Simultaneous Test Results (F)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	251.722	2	125.861	166.004	.000 ^a
	Residual	28.053	37	.758		
	Total	279.775	39			

a. Predictors: (Constant), work motivation, organizational culture
b. Dependent Variable: employee performance

Source: Data processed from attachment 4 (2020)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

a) The hypothesis is accepted if the value of $F_{count} > F_{table}$ or $Sig. < 0.05$.

b) The hypothesis is rejected if the value of $F_{count} < F_{table}$ or $Sig. > 0.05$.

From table 7, it is obtained that the Fcount value is 166.004. With $\alpha = 5\%$, dk numerator: 2, dk denominator: nk-1 (5%; 2; 37) obtained Ftable value of 3.25 From the description it can be seen that Fcount (166.004) > Ftable (3.25), and a significance value of 0.000 < 0.05, it can be concluded that the third hypothesis is accepted, meaning that the Organizational Culture Variable (X1) and Work Motivation Variable (X2) simultaneously affect the Employee Performance Variable (Y).

5. Conclusions

This study tries to answer the research objectives, namely to find out how the influence of Organizational Culture and Work Motivation on Employee Performance at Metro Cash & Credit Tebing Tinggi Employees. The results of hypothesis testing using multiple regression analysis with two independent variables and one dependent variable indicate that:

- a. Testing the first hypothesis obtained tcount of 13.878. With $\alpha = 5\%$, t table (5%; 40-2 = 38) obtained t table value of 2.02439. From this description, it can be seen that tcount (13.878) is greater than ttable (2.02439), as well as the significance value of 0.000 less than 0.05, it can be concluded that the first hypothesis is accepted, meaning that the Organizational Culture Variable (X1) affects the variable. Employee Performance (Y) at Metro Cash & Credit Tebing Tinggi Employees.
- b. Testing the second hypothesis, the tcount is 2,150. With $\alpha = 5\%$, t table (5%; 40-2 = 38) obtained t table value of 2.02439. From this description it can be seen that tcount (2.150) is greater than ttable (2.02439), as well as the significance value of 0.038 which is smaller than 0.05, it can be concluded that the second hypothesis is accepted, meaning that the Work Motivation Variable (X2) affects the variable. Employee Performance (Y) at Metro Cash & Credit Tebing Tinggi Employees.
- c. Testing the third hypothesis obtained the value of Fcount of 166.004. With $\alpha = 5\%$, dk numerator: 2, dk denominator: n-k-1 (5%; 2; 37) obtained Ftable value of 3.25. From the description, it can be seen that Fcount (166.004) is greater than Ftable (3.25), and a significance value of 0.000 is less than 0.05, it can be



concluded that the third hypothesis is accepted, meaning that the Organizational Culture Variable (X1) and the Work Motivation Variable (X2) influence jointly (simultaneously) on Employee Performance Variables (Y) on Metro Cash & Credit Tebing Tinggi Employees.

- d. Furthermore, it is known that the adjusted R square value is 0.894 or 89.4%. This shows that the Organizational Culture Variable (X1) and Work Motivation Variable (X2) can explain the Employee Performance Variable (Y) of 89.4%, the remaining 10.6% (100% - 89.4%) is explained by other variables outside of this research model. While the regression equation: $Y = -3,276 + 0,933X1 + 0,202X2$, Which means that the constant value (a) of -3,276 indicates the magnitude of the Employee Performance Variable (Y) if the Organizational Culture Variable (X1) and the Work Motivation Variable (X2) are the same as zero, the regression coefficient value of the Organizational Culture Variable (X1) (b1) of 0.933 indicates the magnitude of the role of the Organizational Culture Variable (X1) on the Employee Performance Variable (Y) assuming that the Work Motivation Variable (X2) is constant. This means that if the Organizational Culture Variable (X1) factor increases by 1 unit of value, it is predicted that the Employee Performance Variable (Y) will increase by 0.933 unit value assuming the Work Motivation Variable (X2) is constant. The regression coefficient value of Work Motivation Variable (X2) (b2) of 0.202 indicates the role of the Work Motivation Variable (X2) on the Employee Performance Variable (Y) assuming the Organizational Culture Variable (X1) is constant. This means that if the Work Motivation Variable (X2) increases by 1 unit of value, it is predicted that the Employee Performance Variable (Y) will increase by 0.202 units of value with the assumption that the Organizational Culture Variable (X1) is constant.

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