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## The Influence of Organizational Culture and Motivation on Employee Performance at PT. Malindo Feedmill Tbk

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### Article Info

#### Article history:

Received May 3, 2023

Revised June 14, 2023

Accepted June 30, 2023

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#### Keywords:

Organizational Culture,  
Motivation,  
Employee Performance

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### ABSTRACT

The purpose of this study was to determine how much influence organizational culture and motivation have on employee performance at PT. Malindo Feedmill Tbk. The method in this study used a quantitative method with a saturated sampling technique totaling 70 respondents. Data analysis techniques used data instrument tests, classical assumption tests, simple linear regression, multiple linear regression, coefficient of determination. Hypothesis testing in this study used the t test and F test. Based on the results of the study, organizational culture has a significant effect on employee performance with a coefficient of determination of 0.348, meaning that employee performance is influenced by organizational culture and motivation by 34.8% and the remaining 65.2% is influenced by other factors. This has been proven by the organizational culture variable, the t test obtained a calculated t value > t table or (4.167 > 1.667). In the motivation variable, the t test results obtained (2.742 > 1.667). Organizational Culture and Motivation Giving simultaneously have a positive effect on employee performance, which has been shown in the multiple linear regression equation  $Y = 8.835 + 0.321 X_1 + 0.175 X_2$ . Hypothesis testing obtained the value of F count > F table or (17.848 > 3.134) this is also strengthened by the p value < Sign. 0.05 or (0.000 < 0.05). Thus, H03 is accepted, this shows that there is a significant influence simultaneously between organizational culture and motivation giving on employee performance.

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### INTRODUCTION

In the face of globalization, it is clear that every company needs skilled workers. This is not only to follow the development of technological progress, but also to prepare for increasingly tight competition. Quality employees are employees who are disciplined, persistent, honest, hardworking, and highly dedicated. In the context of human resource management, quality employees are often interpreted as employees with the best performance.

Every company's dream is to have high-performing employees. Because high employee performance benefits both parties. A team with consistently top performance is hardworking,

completing their tasks on time and feeling satisfied with the end result. This also has the potential to promote employees. When we talk about organizational culture, we are talking about internal values, code of ethics, and what not to do. These rules apply to all parties within the company. Company management wants all parties involved to be able to feel the organizational culture within the organization.

According to Sulaksono (2019:4) "Organizational/company culture is the values that human resources adhere to in carrying out their obligations and behavior within the organization."

In addition to implementing organizational culture, employee performance can be improved through motivation. Cultivating motivation means raising the spirit and work spirit in employees so that they can carry out their work in accordance with the goals that have been set.

Companies can provide motivation in both material and ideal forms. Providing motivation in material form is mainly in the form of rewards, incentives, and benefits. While providing motivation in intangible forms is providing career levels, providing facilities, promotions, employee counseling, providing internal training and employee development.

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

Every company tries to improve the performance of its employees because quality employees are important for any company. For example, by improving employee training and development, providing decent work facilities, adequate wages, reliable work discipline, and creating a comfortable work environment. In addition, organizational culture and motivation can also be done to achieve this.

The issue of employee performance can be said to be a problem that needs to be considered in a company, employee performance can affect the quality and quantity of a company when facing competition in the development of the times. Therefore, choosing quality human resources is very much needed so that the goals of a company can be achieved and can improve employee performance in the company. According to Jamaludin & Azizi (2021), employee performance is defined as the quality and quantity of work results that have been achieved by an employee while carrying out the responsibilities or tasks given to him.

This study takes the object of research at PT. Malindo Feedmill Tbk, a company engaged in the production and sale of boiler feed, especially broiler feed, broiler feed layers, breeder feed layers and Commercial Day Chicks. Therefore, it really needs high employee performance to increase the company's productivity.

The phenomenon that exists in PT. Malindo Feedmill Tbk where the organizational culture that occurs in the company has not run well due to the lack of understanding of the norms that exist in the company. In addition to organizational culture, there is a lack of motivation, this causes cooperation between employees to be less than optimal so that employee performance is not as expected by the company.

### RESEARCH METHODS

This type of research is a quantitative associative approach. According to Sugiyono (2021:105) "associative is research that asks about the relationship between two or more variables". According to Sugiyono (2019:8) quantitative research is "A research method based on the philosophy of positivism, used to research a particular population or sample, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing the established hypothesis".

The place of this research is PT. Malindo Feedmill Tbk. as is known, this research is aimed at employees at PT. Malindo Feedmill Tbk located at Jl. RS Fatmawati No.15 Golden Plaza Complex Block G No.17-22, South Jakarta.

According to Sugiyono (2022:130), population is not just the number of objects or subjects studied, but includes all the characteristics or properties possessed by the subject or object. The population of this study was 70 respondents.

According to Sugiyono (2022:131), a sample is part of the number and characteristics of a large population, and researchers cannot possibly study everything in the population, for example due to limited funds, manpower and time, so researchers can use samples taken from that population.

As stated in the research object that became the respondents in this study were employees of PT. Malindo Feedmill Tbk totaling 70 respondents, considering the relatively small number of respondents, the researcher wanted to make all employees of PT. Malindo Feedmill Tbk as respondents. because all employees became respondents, it means that this study uses a population, using saturated sampling.

Saturated sampling is a sample that when the number is increased, will not increase the representation so that it will not affect the value of the information that has been obtained. Saturated samples are also often interpreted as samples that are already maximum, because no matter how much the number is added, it will not change the representation of the population (Sugiyono, 2022:139).

### RESEARCH RESULTS AND DISCUSSION

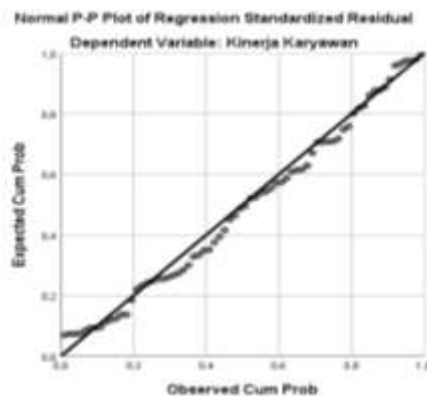
#### Normality Test

**Table 1. Normality Test Results With Kolmogorov – Smirnov Test**  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters <sup>a,b</sup>	Mean	0.0000000
	Std. Deviation	2.51825920
Most Extreme Differences	Absolute	0.066
	Positive	0.065
	Negative	-0.066
Test Statistics		0.066
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The results of the normality test can be seen in table 4.1 which shows a significance value of  $0.200 > 0.05$  so that the data is said to be normally distributed. In the normality test there is also a probability plot graph where the detection of residual variables can be done by looking at each distribution of residual points following the direction of the diagonal line as in the following picture:



*Source: data processed by the author, 2024*

**Figure 1. P - P Plot Normality Test Graph**

Based on the test results through the PP Plot graph in Figure 4.3, it shows that the graph pattern is normal. This is indicated by the points that spread straight near the diagonal line, so it can be concluded that the research data is normally distributed.

#### Multicollinearity Test

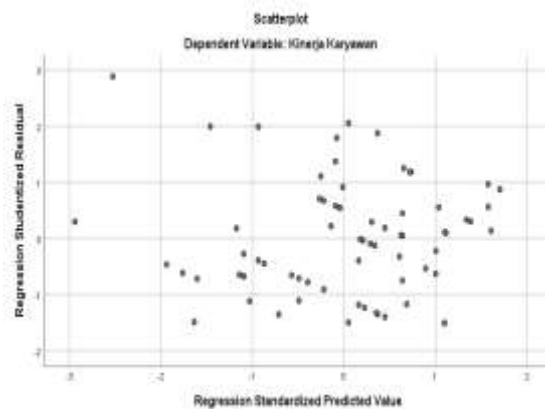
**Table 2. Multicollinearity Test Results**

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1 (Constant)	8,835	4,340		2,036	0,046		
Budaya Organisasi	0,321	0,077	0,434	4,167	0,000	0,900	1,111
Pemberian Motivasi	0,175	0,064	0,285	2,742	0,008	0,900	1,111

a. Dependent Variable: Kinerja Karyawan

Based on the calculation results in table 4.2, it can be seen that the tolerance value for the organizational culture variable (X1) is 0.900 and the provision of motivation (X2) is 0.900, where both values are more than 0.1. In addition, the Variance Inflation Factor (VIF) value for the organizational culture variable (X1) is 1.111 and for the provision of motivation variable (X2) is 1.111 where both values are less than 10. So it can be concluded that there are no symptoms of multicollinearity in the research data.

**Heteroscedasticity Test**



Source: data processed by the author, 2024

**Figure 2. Scatterplot Graph of Heteroscedasticity Test Results**

Based on the results of the heteroscedasticity test through the scatterplot graph in Figure 4.4, it does not show a clear distribution pattern or does not form a certain pattern. In addition, the points are spread without forming a certain pattern. Thus, it can be concluded that there are no symptoms of heteroscedasticity in the research data.

**Autocorrelation Test**

**Table 3. Autocorrelation Guidelines Using the Durbin – Waston Test**

Criteria	Information
<1,000	There is Autocorrelation
1,100 – 1,540	There is Autocorrelation
1,550 – 2,460	No Autocorrelation
2,460 – 2,900	Without Conclusion
>2,900	There is Autocorrelation

Source: Sugiyono (2019:184)

The results of the autocorrelation test using SPSS version 26 are as follows:

**Table 4. Autocorrelation Test Results with Durbin - Watson**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,590 <sup>a</sup>	0.348	0.328	2,556	2,128

a. Predictors: (Constant), Motivation, Organizational Culture

b. Dependent Variable: Employee Performance

Based on the results of table 4.15, it can be seen that the Durbin-Watson value is 2.128, where the Durbin-Watson value is between the interval (1.550 - 2.460), so it can be concluded that this regression model has no autocorrelation.

**Partial Hypothesis Testing (t-Test)**

**Table 5. Results of Hypothesis Test (t-Test) of Organizational Culture (X1) on Employee Performance (Y)**

Model	Coefficients <sup>a</sup>						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
	B	Std. Error						Beta
1 (Constant)	8,835	4,340		2,036	0,046			
Budaya Organisasi	0,321	0,077	0,434	4,167	0,000	0,900	1,11	
Pemberian Motivasi	0,175	0,064	0,285	2,742	0,008	0,900	1,11	

a. Dependent Variable: Kinerja Karyawan

Based on the results in table 4.20 above, it shows that the tcount value is obtained > ttable or (4.167 > 1.667) this is also strengthened by the p value < sig. 0.05 or (0.000 < 0.05). Thus, H01 is accepted and Ha1 is rejected, this shows that there is a significant influence between organizational culture and employee performance.

**Table 6. Hypothesis Test Results (t-Test) of Motivation (X2) on Employee Performance (Y)**

Model	Coefficients <sup>a</sup>						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VI	
	B	Std. Error						Beta
1 (Constant)	8,835	4,340		2,036	0,046			
Budaya Organisasi	0,321	0,077	0,434	4,167	0,000	0,900	1,1	
Pemberian Motivasi	0,175	0,064	0,285	2,742	0,008	0,900	1,1	

a. Dependent Variable: Kinerja Karyawan

Based on the results in table 4.21 above, it shows that the tcount value is obtained > ttable or (2.742 > 1.667) this is also strengthened by the p value < sig. 0.05 or (0.000 < 0.05). Thus, H01 is accepted and Ha1 is rejected, this shows that there is a significant influence between motivation and employee performance.

**Simultaneous Hypothesis Testing (F Test)**

**Table 7. Simultaneous Test Results (F Test) of Organizational Culture (X1) and Motivation (X2) on Employee Performance (Y)**

ANOVA						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1 Regression	233,128	2	116,564		17,848	,000b
Residual	437,572	67	6,531			
Total	670,700	69				

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Organizational Culture

Based on Table 4.22 the results of the F Test above, it can be seen that the Fcount value > Ftable or (17.848 > 3.134) this is also strengthened by the p value < Sign. 0.05 or (0.000 < 0.05). Thus, H03 is accepted, this shows that there is a significant simultaneous influence between organizational culture and motivation on employee performance.

**DISCUSSION**

### **Organizational Culture (X1) on Employee Performance (Y)**

Based on the test results in this study, organizational culture has a positive and significant effect on employee performance. This can be proven by obtaining the regression equation value  $Y = 14.156 + 0.388 X_1$ , then a determination value of 0.348 or 34.8% can be obtained. This shows that Employee Performance can be influenced by 34.8% by the independent variables, namely Organizational Culture and Motivation. While 65.2% of Employee Performance is influenced by other variables outside the research model used in this study. Hypothesis testing obtained Organizational Culture has a t-value of 4.167 where the t-value  $< t_{table} (4.167 > 1.667)$  and the significance value is  $0.00 < 0.05$ , thus  $H_0$  is rejected and  $H_1$  is accepted. This means that there is a significant influence between Organizational Culture (X1) and Employee Performance (Y) at PT. Malindo Feedmill Tbk.

### **The Influence of Motivation (X2) on Employee Performance (Y)**

Based on the test results in this study, Motivation has a positive and significant effect on employee performance. This can be proven by obtaining the regression equation value  $Y = 21.573 + 0.260 X_2$ , then a determination value of 0.348 or 34.8% can be obtained. This shows that Employee Performance can be influenced by 34.8% by the independent variables, namely Organizational Culture and Motivation. While 65.2% of Employee Performance is influenced by other variables outside the research model used in this study. Hypothesis testing obtained Motivation has a t-value of 2.742 where the t-value  $< t_{table} (2.742 > 1.667)$  and the significance value is  $0.008 < 0.05$  thus  $H_0$  is rejected and  $H_2$  is accepted. This means that there is a significant influence between Motivation (X2) and Employee Performance (Y) at PT. Malindo Feedmill Tbk.

### **Influence of Organizational Culture (X1) Motivation (X2) on Employee Performance (Y)**

Based on the test results in this study, Organizational Culture and Motivation have a positive and significant effect on employee performance. This can be proven by obtaining the value of the regression equation  $Y = 8.835 + 0.321 X_1 + 0.175 X_2$ . The determination value is 0.348 or 34.8%. This shows that Employee Performance can be influenced by 34.8% by the independent variables, namely Organizational Culture and Motivation. While 65.2% of Employee Performance is influenced by other variables outside the research model used in this study. And for the hypothesis test, the Fcount value  $> F_{table}$  or  $(17.848 > 3.134)$  has been obtained, this is also strengthened by the p value  $< \text{Sign. } 0.05$  or  $(0.000 < 0.05)$ . Thus,  $H_{03}$  is accepted, this shows that there is a significant simultaneous influence between organizational culture and motivation on employee performance.

### **CONCLUSION**

1. Organizational culture has a significant effect on employee performance, the value of  $Y = 14.156 + 0.388 X_1$  is obtained. With the value of the t-test results obtained  $(4.167 > 1.667)$  this shows that there is a significant influence between organizational culture and employee performance.
2. Motivation has a significant effect on employee performance, the value of  $Y = 21.573 + 0.260 X_2$  is obtained. With the value of the t-test results obtained  $(2.742 > 1.667)$  this shows that there is a significant influence between providing motivation and employee performance.
3. Organizational Culture and Motivation Giving simultaneously have a positive effect on employee performance, which has been shown in the multiple linear regression equation  $Y = 8.835 + 0.321 X_1 + 0.175 X_2$ . And the coefficient of determination value is 0.348 or 34.8% which means that employee performance has been influenced by organizational culture and motivation by 34.8% while the remaining 65.2% Employee Performance is influenced by other variables. And for the hypothesis test, the Fcount value  $> F_{table}$  or  $(17.848 > 3.134)$  has been obtained, this is also strengthened by the p value  $< \text{Sign. } 0.05$  or  $(0.000 < 0.05)$ . Thus,  $H_{03}$  is accepted, this shows that there is a significant simultaneous influence between organizational culture and motivation giving on employee performance.

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