



The Effect of Organizational Culture on Employee Performance Mediated by Work Motivation at PT. Permodalan Nasional Madani Cianjur Branch

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Abstract

This study aims to examine the effect of organizational culture on employee performance through employee work motivation at PT. Permodalan Nasional Madani Cianjur Branch. The research employs a quantitative approach using Structural Equation Modeling (SEM) implemented through the SmartPLS program. The population of interest comprises all employees of PT. Permodalan Nasional Madani Cianjur Branch, with a sample consisting of 102 respondents. Data collection was conducted through online questionnaire distribution, ensuring wide and efficient coverage. The analysis results demonstrate that work motivation plays a significant role in mediating the influence of organizational culture on employee performance at PT. Permodalan Nasional Madani Cianjur Branch. This finding underscores the importance of work motivation as an intervening variable in the relationship between organizational culture and employee performance. The Direct Effect Analysis yielded several important findings. First, the relationship between Organizational Culture (OC) and Work Motivation (WM) shows positive and significant results, with an Original Sample (Path) value of 0.693, t-Statistics of 10.788, and P-Values of 0.000. This indicates that organizational culture has a strong and direct influence on employee work motivation. Second, the relationship between Organizational Culture (OC) and Employee Performance (EP) also shows positive results, albeit with a lower level of significance. The Original Sample (Path) value of 0.068, t-Statistics of 1.949, and P-Values of 0.052 indicate a positive influence, though at the threshold of statistical significance. Lastly, the relationship between Work Motivation (WM) and Employee Performance (EP) demonstrates highly positive and significant results. With an Original Sample (Path) value of 0.760, t-Statistics of 13.294, and P-Values of 0.000, this finding affirms the crucial role of work motivation in enhancing employee performance. In conclusion, this research highlights the importance of organizational culture and work motivation in the context of employee performance at PT. Permodalan Nasional Madani Cianjur Branch. These findings provide valuable insights for management in designing strategies to improve employee performance through strengthening organizational culture and enhancing work motivation.

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

Abstrak

Penelitian ini bertujuan untuk mengkaji pengaruh budaya organisasi terhadap kinerja karyawan melalui motivasi kerja karyawan di PT. Permodalan Nasional Madani Cabang Cianjur. Studi ini menggunakan pendekatan kuantitatif dengan metode Structural Equation

Modeling (SEM) yang diimplementasikan melalui program SmartPLS. Populasi yang menjadi fokus penelitian adalah seluruh karyawan PT. Permodalan Nasional Madani Cabang Cianjur, dengan sampel yang terdiri dari 102 responden. Pengumpulan data dilakukan melalui penyebaran kuesioner secara online, memastikan jangkauan yang luas dan efisien. Hasil analisis menunjukkan bahwa motivasi kerja memiliki peran signifikan dalam memediasi pengaruh budaya organisasi terhadap kinerja karyawan di PT. Permodalan Nasional Madani Cabang Cianjur. Temuan ini menegaskan pentingnya motivasi kerja sebagai variabel intervening dalam hubungan antara budaya organisasi dan kinerja karyawan. Analisis Direct Effect menghasilkan beberapa temuan penting. Pertama, hubungan antara Budaya Organisasi (BO) dan Motivasi Kerja (MK) menunjukkan hasil yang positif dan signifikan, dengan nilai Original Sample (Path) sebesar 0,693, t-Statistics 10,788, dan P-Values 0,000. Hal ini mengindikasikan bahwa budaya organisasi memiliki pengaruh kuat dan langsung terhadap motivasi kerja karyawan. Kedua, hubungan antara Budaya Organisasi (BO) dan Kinerja Karyawan (KK) juga menunjukkan hasil positif, meskipun dengan tingkat signifikansi yang lebih rendah. Nilai Original Sample (Path) sebesar 0,068, t-Statistics 1,949, dan P-Values 0,052 menunjukkan adanya pengaruh positif, namun berada pada ambang batas signifikansi statistik. Terakhir, hubungan antara Motivasi Kerja (MK) dan Kinerja Karyawan (KK) menunjukkan hasil yang sangat positif dan signifikan. Dengan nilai Original Sample (Path) sebesar 0,760, t-Statistics 13,294, dan P-Values 0,000, temuan ini menegaskan peran krusial motivasi kerja dalam meningkatkan kinerja karyawan. Kesimpulannya, penelitian ini menyoroti pentingnya budaya organisasi dan motivasi kerja dalam konteks kinerja karyawan di PT. Permodalan Nasional Madani Cabang Cianjur. Temuan-temuan ini memberikan wawasan berharga bagi manajemen dalam merancang strategi untuk meningkatkan kinerja karyawan melalui penguatan budaya organisasi dan peningkatan motivasi kerja.

Kata-kata Kunci: Kinerja Karyawan; Budaya Organisasi; Motivasi Kerja.

INTRODUCTION

PT. Permodalan Nasional Madani (PNM) is one of the State-Owned Enterprises (SOEs) engaged in financial services. The company was established in 1999 with the main objective of assisting the development of micro, small, and medium enterprises (MSMEs) in Indonesia. As a non-bank financial institution, PNM has a strategic role in driving national economic growth through empowering MSMEs.¹

The Cianjur branch of PT. PNM, which is the focus of this research, operates in the West Java region and has a big responsibility in channeling financing and providing assistance to MSME players in the area. In carrying out its functions, employee performance is a crucial factor that determines the success of the branch in achieving targets and providing

¹ Ni Putu Astrimita Diantari dan I Gede Riana, "Effect of Transformational Leadership and Compensation on Employee Performance," *IRJMIS: International Research Journal of Management, IT and Social Sciences* 6, no. 6 (2019): 146–154, <https://sloap.org/journals/index.php/irjmis/article/view/781>.

optimal service to customers.²

Employee performance itself is influenced by various factors, both internal and external.³ One factor that is believed to have a significant influence is organizational culture. Organizational culture includes values, norms, and beliefs shared by all members of the organization. In the context of PT. PNM Cianjur Branch, a strong organizational culture can guide employees in their daily actions and decisions.⁴

A positive organizational culture that is aligned with the company's vision and mission has the potential to create a conducive work environment. This in turn can increase employee work motivation. High work motivation encourages employees to give their best effort, which ultimately has an impact on improving performance.⁵

However, the relationship between organizational culture, work motivation, and employee performance is not simple and linear. There are complexities and dynamics that need to be understood more deeply. For example, how organizational culture is translated into daily management practices, the extent to which employees internalize organizational values, and how intrinsic and extrinsic motivation interact in influencing performance.⁶

On the other hand, PT. PNM Cianjur Branch also faces external challenges that can affect the internal dynamics of the organization. Increasing competition in the financial services industry, changes in government regulations, and rapid digital transformation are some of the factors that must be anticipated. In the face of these changes, the organization's ability to adapt and maintain employee performance is very important.⁷

² Siswoyo Haryono dan Yasir Arafat, *Effects of Organizational Culture and Work Motivation on Job Performance Among the Private Universities' Full-Time Faculties in South Sumatera Province, Lecturers Academic Activities* (Yogyakarta, 2021), <https://repository.umy.ac.id/handle/123456789/12644>.

³ Muhammad Firman, Heri Ginanjar, dan Derry Nugraha, "Pengaruh Disiplin terhadap Kinerja Karyawan pada PT. Glenindo Citra Abadi di Jakarta," *Jurnal Ekonomi Efektif* 4, no. 2 (2022): 161–167, <https://openjournal.unpam.ac.id/index.php/JEE/article/view/17114>.

⁴ Andi Irwan et al., "The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction," *International Journal of Multicultural and Multireligious Understanding* 7, no. 8 (2020): 642–657, <https://ijmmu.com/index.php/ijmmu/article/view/2007>.

⁵ Riky Ismoyo, Indrayani, dan Muammar Khaddafi, "Analysis of Job Training, Work Motivation and Organizational Culture on Employee Performance at Class II a Corporate Institutions, Batam City," *IJSET: International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology* 1, no. 5 (2022): 229–238, <https://ijset.org/index.php/go/article/view/25>.

⁶ Muhammad Azis Junaedi dan Kumba Digidowiseiso, "The Influence of Work Motivation, Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region," *JMKSP: Jurnal Manajemen, Kepemimpinan, dan Supervisi Pendidikan* 8, no. 2 (2023): 686–705, <https://jurnal.univpgri-palembang.ac.id/index.php/JMKSP/article/view/11233>.

⁷ Niken, Ramdani Bayu Putra, dan Bayu Pratama Azka, "The Influence of Leadership Style and Organizational Culture on Employee Performance through Work Motivation as an Intervening Variable," *Economic Education Analysis Journal* 11, no. 2 (2022): 201–216, <https://journal.unnes.ac.id/sju/index.php/eeaj/article/view/58105>.

Research on the influence of organizational culture on employee performance with mediation of work motivation at PT. PNM Cianjur Branch is relevant and important for several reasons. First, the research results can provide a deeper understanding of the internal dynamics of the organization and the factors that influence employee performance. Second, the research findings can be the basis for the management of PT. PNM Cianjur Branch in developing more effective human resource management strategies.⁸

Furthermore, this study also has the potential for theoretical contributions in the development of management science, particularly in the context of SOEs in Indonesia. Taking into account the unique characteristics of PT. PNM as a non-bank financial institution that focuses on empowering MSMEs, the results of the study may provide a new perspective in understanding the interaction between organizational culture, work motivation, and employee performance in this sector.⁹

In a broader context, a better understanding of the factors that influence employee performance at PT. PNM Cianjur Branch may contribute to improving the effectiveness of MSME empowerment programs in Indonesia. This in turn has the potential to support the government's efforts in driving inclusive economic growth and poverty alleviation.¹⁰

Against this background, research on the influence of organizational culture on employee performance mediated by work motivation at PT. PNM Cianjur Branch is not only relevant from an organizational management perspective, but also has important implications for the development of the MSME sector and the national economy as a whole.

METHODS

This research is here to dissect the complexity of the interaction between organizational culture, work motivation, and employee performance at the institution. This study employs a quantitative approach using Structural Equation Modeling (SEM) via the SmartPLS program. Data was collected from 102 employees of PT. Permodalan Nasional

⁸ Wahyu Apri Nurasniar, "Employee Performance Improvement Through Competence and Organizational Culture with Work Motivation as A Mediation Variable," *ATM: Aptisi Transactions on Management* 6, no. 2 (2022): 121–131, <https://ijc.ilearning.co/index.php/ATM/article/view/1743>.

⁹ Maartje Paais dan Jozef R. Pattiruhu, "Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance," *The Journal of Asian Finance, Economics and Business* 7, no. 8 (2020): 577–588, <https://koreascience.or.kr/article/JAKO202026061031735.page>.

¹⁰ Setyo Riyanto, Unang Toto Handiman, dan Andika Dwi Prasetya, "The Role of Work Motivation in Mediating Training and Organizational Culture for Improving Employee Performance," *Journal of Hunan University Natural Sciences* 48, no. 10 (2021): 45–55, <http://jonuns.com/index.php/journal/article/view/798>.

Madani Cianjur Branch through online questionnaires. Analysis was conducted to examine relationships between variables.¹¹

By adopting a rigorous quantitative approach, this study aims to uncover hidden patterns that influence organizational dynamics at PT. PNM Cianjur Branch. This method was chosen for its ability to objectively test hypotheses and identify causal relationships between the variables under study. Over a one-month period, all 102 employees of PT. PNM Cianjur Branch were involved in a comprehensive survey, providing a holistic picture of their perceptions and experiences regarding organizational culture, work motivation, and performance.¹²

The methodological innovation in this study lies in the use of Structural Equation Modeling (SEM) analysis technique based on Partial Least Squares (PLS). This approach opens up opportunities to not only test causality, but also build robust predictive models. The superiority of PLS-SEM in handling data complexity without being bound to normality assumptions and large sample sizes makes it an ideal choice for the unique context of PT. PNM Cianjur Branch.¹³

The use of SmartPLS software for data management and analysis further strengthened the reliability of the research findings. Over the course of two full months, the data collected through questionnaires was processed in depth, paving the way for more nuanced and contextualized interpretations.¹⁴

The significance of this research goes beyond academic boundaries. For PT. PNM Cianjur Branch, the findings have the potential to serve as a compass in navigating the challenges of human resource management in an increasingly competitive era. For policy makers, the research results can serve as an empirical basis in designing more effective and sustainable MSME empowerment strategies.

¹¹ Suhadarliyah et al., *Metodologi Penelitian* (Pidie: Yayasan Penerbit Muhammad Zaini, 2023).

¹² Ibid.

¹³ Tamadara Hilman et al., *Metodologi Penelitian Manajemen dan Bisnis* (Bandung: Ekuitas Publisher, 2024).

¹⁴ Derry Nugraha et al., "Improving the Efficiency of MSME Financial Statements through Microsoft Excel-Based Applications," *WSSHS: West Science Social and Humanities Studies* 1, no. 1 (2023): 10–18, <https://wsj.westscience-press.com/index.php/wsshs/article/view/110>.

RESULT AND DISCUSSION

RESULT

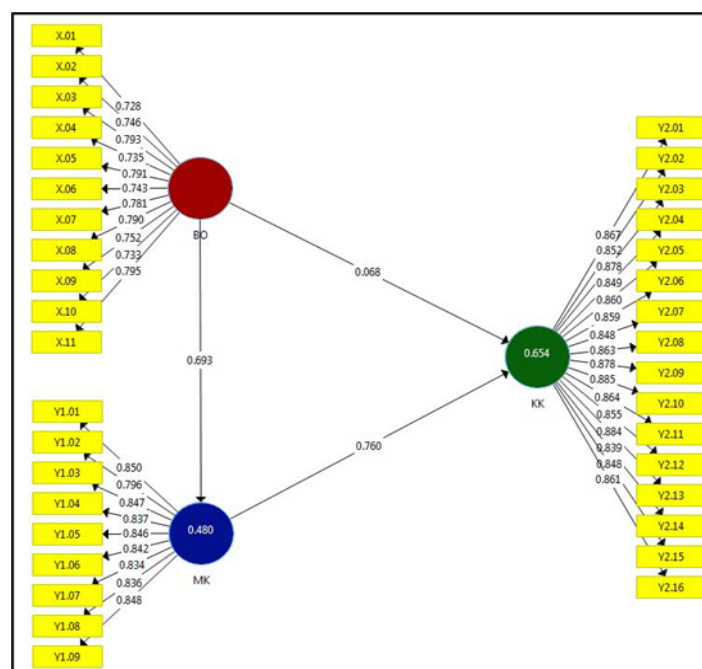


Figure 1. SEM-PLS Model Calculation Results

In an in-depth study of organizational dynamics at PT. PNM Cianjur Branch, researchers have uncovered interesting findings through Structural Equation Modeling (SEM) analysis. This comprehensive quantitative research utilized SmartPLS software to examine the intricate relationships between organizational culture, employee motivation, and performance. The study surveyed 102 employees via online questionnaires, ensuring a representative sample of the branch's workforce. The SEM approach allowed for complex path analysis, revealing significant mediating effects of work motivation on the relationship between organizational culture and employee performance. Key findings include strong positive correlations between organizational culture and work motivation, as well as between work motivation and employee performance. Interestingly, the direct effect of organizational culture on employee performance, while positive, showed lower statistical significance. These results provide valuable insights for management, highlighting the crucial role of fostering a positive organizational culture and maintaining high employee motivation to enhance overall performance. The methodology's robustness offers a solid foundation for strategic decision-making in human resource management and organizational development at PT. PNM Cianjur Branch. This research leads us to a deeper understanding of the interaction between organizational culture, work motivation, and employee performance.

Table 1. R2 (R-Square) Value

Variable	R-Square	R-Square Adjusted	Model Indication
Y1 (Work Motivation)	0,480	0,477	Weak
Y2 (Employee performance)	0,654	0,650	Moderate

First of all, let's see how strongly these variables influence each other. The coefficient of determination (R^2) provides an interesting picture. For work motivation, the R^2 value of 0.480 indicates that organizational culture has a moderate, albeit weak, influence on employee work motivation. This means that 48% of the variation in work motivation can be explained by the existing organizational culture.

More interestingly, when we look at employee performance, the R^2 value increases to 0.654. This indicates that the combination of organizational culture and work motivation has a stronger, or moderate, influence on employee performance. About 65.4% of the variation in employee performance can be explained by these two factors.

Furthermore, the path analysis revealed some interesting insights. The strongest relationship was seen between work motivation and employee performance, with a path coefficient of 0.7606. This confirms that motivation does have a very significant impact on performance.

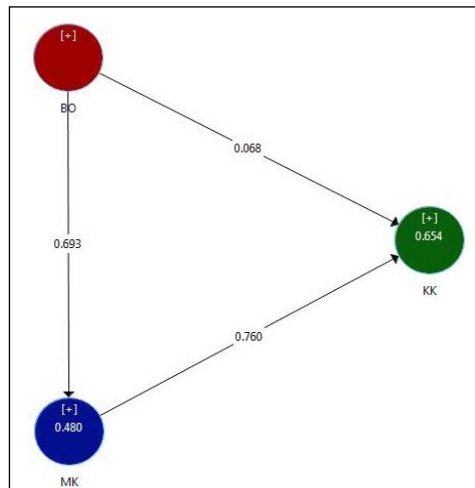


Figure 2. Direct Effect on Model Path Diagram

Figure 2. shows that the direct relationship between organizational culture and employee performance is relatively weak, with a path coefficient of only 0.068. However, do not rush to conclude that organizational culture is not important. Instead, this finding leads us to a more interesting discovery.

When we look at the indirect effects, it is revealed that organizational culture has a fairly strong influence on employee performance through work motivation, with a coefficient of 0.525. This suggests that organizational culture plays an important role in shaping work motivation, which in turn greatly affects employee performance.

Table 2. Results of Direct Effect Analysis

<i>Path (Jalur)</i>	<i>Original Sample (Path)</i>	<i>t-Statistics</i>	<i>P-Values</i>	<i>Decision</i>
BO -> MK	0,693	10,788	0,000	Positive
BO -> KK	0,068	1,949	0,052	Positive
MK -> KK	0,760	13,294	0,000	Positive

Description: BO (Organizational Culture); MK (Work Motivation); and KK (Employee Performance).

Based on Table 2. all paths show a positive relationship. This means that the relationship between exogenous latent variables and their endogenous latent variables is positive (unidirectional) and acceptable.

DISCUSSION

Influence of Organizational Culture on Work Motivation

Statistical analysis conducted using SmartPLS provides strong evidence of a positive and significant relationship between organizational culture and employee work motivation. With a t-value of 10,788 and a p-value well below the significance threshold of 0.05, this finding shows that organizational culture is not just jargon, but a crucial factor in shaping employee morale.

This result strengthens the argument that the work ethic and values embedded in organizational culture have a direct impact on employees' internal drive for achievement. The stronger and more positive the culture, the higher the motivation that arises from within employees.

More than just numbers, the results of this study have profound practical implications. A conducive organizational culture, characterized by harmonious relationships between superiors and subordinates, solidarity among employees, and strong support from management, is proven to create a comfortable working environment. This comfort, in turn, catalyzes the growth of employees' intrinsic motivation.

Most interestingly, a strong organizational culture has been shown to stimulate employees' enthusiasm for their tasks. It is not just about working harder, but about creating

an environment where employees feel compelled to give their best, not because of coercion, but because of strong internal motivation.

This finding aligns with previous studies, such as those conducted by Evi and Tine¹⁵, Agustina¹⁶, Giantari and Riana¹⁷, which consistently demonstrate a positive correlation between these two variables. The consistency of these results strengthens the validity of the findings and lends greater weight to the importance of building a robust organizational culture.

Beyond mere numbers, this research has profound practical implications. A conducive organizational culture, characterized by harmonious relationships between superiors and subordinates, solidarity among employees, and strong support from management, has been proven to create a comfortable work environment. This comfort, in turn, becomes a catalyst for the growth of employees' intrinsic motivation.

As Newstrom and Davis in Rianto¹⁸ articulated, organizational culture functions as more than just unwritten rules. It becomes a source of identity for employees, providing a strong sense of belonging to the organization. Furthermore, the right culture can serve as a foundation for organizational stability, offering employees a sense of security amidst often-changing business dynamics.

For PT. PNM Cianjur Branch, these findings serve as a compass in navigating human resource development strategies. Focusing on building and strengthening a positive organizational culture is no longer just an option, but a strategic imperative if it is to improve employee motivation and, ultimately, performance.

Influence of Work Motivation on Employee Performance

Using advanced statistical analysis through SmartPLS software, the study produced a startling finding: a t-value of 13,294 with a p-value below the 0.05 significance threshold. These numbers are not just dry statistics; they tell the story of how employees' internal drive dramatically affects their work output.

¹⁵ Nurmilasari Evi dan Yuliantini Tine, "The Influence of Organizational Culture, Work Motivation, Transformational Leadership on Employee Performance and the Implication on Organizational Performance," *JRSSEM: Journal Research of Social Science, Economics, and Management* 1, no. 11 (2022): 1830–1850, <https://jrssem.publikasiindonesia.id/index.php/jrssem/article/view/196>.

¹⁶ Dwi Suci Agustin, "Analisis Pengaruh Budaya Organisasi, Gaya Kepemimpinan terhadap Kinerja Karyawan UMKM dengan Motivasi Kerja sebagai Variabel Intervening," *Jurnal Ekonomi dan Bisnis* 1, no. 1 (2020): 8–18, <https://journal.idei.or.id/jeb/article/view/4>.

¹⁷ Diantari dan I Gede Riana, "Effect of Transformational Leadership and Compensation on Employee Performance."

¹⁸ Riyanto, Unang Toto Handiman, dan Andika Dwi Prasetya, "The Role of Work Motivation in Mediating Training and Organizational Culture for Improving Employee Performance."

This finding has revolutionary implications for the management of PT. PNM Cianjur Branch. It is no longer about simply providing financial incentives, but about creating a work ecosystem that stimulates intrinsic motivation. A deep sense of responsibility and a burning passion for work are key indicators of successfully cultivated motivation.

Furthermore, this research demands a new paradigm in leadership. Corporate leaders are challenged to be more than just managers; they must become sensitive organizational psychologists. A holistic approach that involves not only employees, but also their social circles, is key to unlocking the latent potential of motivation.

However, motivation is not a magic wand. It is a precision tool that requires constant calibration. Competitive salaries and benefits are important, but they are only the foundation. On top of them, a complex and personalized motivation structure needs to be built, tailored to the unique needs of each employee.

For PT. PNM Cianjur Branch, this finding is not just about improving the numbers in the financial statements. It is about creating a work environment where every employee feels compelled to give their best, not because they have to, but because they want to.

Influence of Organizational Culture on Employee Performance

With a t-count of 1.949 and a p-value of 0.052, the results of statistical analysis using SmartPLS are at the threshold of significance. These numbers, while seemingly dry, tell a story that challenges long-held assumptions in management theory.

These findings open the door to fundamental questions. Is the long-held importance of organizational culture perhaps overrated? Or could there be other factors that are more dominant in influencing employee performance in this modern era?

For the management of PT. PNM Cianjur Branch, this result does not mean that organizational culture should be ignored. Rather, it is a call for introspection and innovation. Perhaps it is time to re-evaluate how organizational culture is defined, implemented, and measured in the specific context of the company.

Influence of Work Motivation in Mediating the Effect of Organizational Culture on Employee Performance

In modern organizational dynamics, the interaction between corporate culture, employee morale, and performance outcomes has become a major focus of management research. An interesting study conducted at PT. PNM Cianjur Branch revealed significant findings regarding the important role of work motivation as a bridge between organizational culture and employee performance.

Careful statistical analysis, utilizing SmartPLS software, yielded a t-count of 9.188 and a p-value of 0.000. These numbers are not just a numerical row - they reveal a deeper narrative. With a p-value well below the 0.05 threshold, these results strongly suggest that work motivation does indeed act as an effective mediator between the company's cultural ethos and employee achievement.

This finding reinforces the idea that a positive organizational culture not only affects performance directly, but also ignites the fire of motivation within each employee. It is this motivation that then becomes the catalyst, driving employees to achieve higher levels of performance. The stronger the organizational culture is embedded, the higher the motivation created, which ultimately results in a significant spike in performance.

The implications of this study are profound. It describes an organizational ecosystem where positive and strong cultural values are the foundation. On this foundation, fertile work motivation grows, which in turn bears the fruit of superior employee performance. The synergy between a strong organizational culture and high work motivation creates an environment conducive to productivity and excellence.

CONCLUSIONS

An in-depth study within PT. PNM Cianjur Branch has uncovered interesting dynamics between three crucial elements in the organization: corporate culture, employees' internal drive, and their work outcomes. The results of this study open a new veil of understanding on how these three factors interact and influence each other.

The first finding shows a strong positive correlation between the atmosphere of organizational culture and employee morale. The stronger the values and norms embedded in the work environment, the higher the passion and dedication shown by employees. This illustrates how important it is to create an inspiring and supportive work climate.

Furthermore, this study confirms the direct link between employees' motivation levels and the quality of their performance. When the fire of passion burns within each individual, it is reflected in a significant increase in productivity and work efficiency. This finding confirms the urgency for management to continuously nurture and maintain their employees' internal motivation.

Interestingly, this study also revealed a surprising phenomenon: the absence of a direct effect of organizational culture on employee performance. This indicates that the relationship between these two variables is more complex than previously thought.

However, this study managed to uncover the crucial role of work motivation as a bridge between organizational culture and employee performance. Motivation acts as a catalyst that transforms organizational culture values into action, which in turn drives performance improvement. The stronger the motivation that grows from a positive organizational culture, the higher the level of performance that can be achieved.

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