

# Factors of Determining Employee Performance: A Study on Organizational Culture and Work Motivation at The Office of Cooperatives, SMEs, Industry, and Trade of Purwakarta Regency

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## ABSTRACT

Performance is a fundamental aspect in evaluating work planning that has been implemented over a certain period. As a measure of a company's success, performance can provide strategic policy recommendations in the formulation of the next work plan. This study aims to understand the influence of organizational culture and work motivation on the performance of employees at the Department of Cooperatives, SMEs, Trade, and Industry of Purwakarta Regency. The research method used is descriptive verification through multiple linear regression analysis. The research sample consisted of 80 employees from the Department of Cooperatives, SMEs, Trade, and Industry of Purwakarta Regency, using a stratified random sampling method. The results indicate that work motivation and organizational culture positively affect employee performance, with work motivation contributing the most to improved employee performance over a certain period. The overall influence of the variables is 79.2%.

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## 1. INTRODUCTION

Human resources have a strategic function and are one of the factors that connect an organization's chain of success in achieving the set targets or vision. Professional and highly dedicated human resources are necessary to achieve the company's goals. These human resources can further provide positive contributions to the company.

A government organization that plays an important role in the nation's economic development is the Office of Cooperatives, SMEs, Trade, and Industry of Purwakarta Regency, which has been established for 30 years and is located at Jalan Ahmad Yani No. 170, Purwakarta District, Purwakarta Regency. The Office of Cooperatives, SMEs, Trade, and Industry has five divisions: the trade division, the cooperative division, the secretariat division, the industry division, and the SME division. The total number of employees across these five divisions is 80 people.

The Regional Apparatus Work Unit (SKPD) in Purwakarta Regency is the Office of Cooperatives, SMEs, Trade, and Industry. This SKPD has a strategic role in implementing government affairs in the cooperative, SME, trade, and industrial sectors. This strategic role includes

the formulation and implementation of policies, evaluation and reporting of administration, as well as the management of government affairs in the cooperative, trade, SME, and industrial sectors.

The strategic role of the Office of Cooperatives, SMEs, Industry, and Trade will be achieved if supported by the performance of qualified employees in order to provide services to the public, especially in the fields of cooperatives, SMEs, industry, and trade. Work results that align with organizational performance standards and are able to achieve company or organizational goals can demonstrate a person's good performance. If there is a data processing system in a government organization, employee performance assessment is very important. This is because the level of employee performance can be clearly observed in the workplace. An employee data processing system can provide a clear picture of employee performance results in fulfilling their duties and responsibilities.

According to Rivai (2014), performance is the tangible action indicated by an individual as the work result produced by an employee in alignment with their role in the company. Generally, performance involves giving employees the opportunity to determine the extent of their contribution to the company in the form of products and services provided. Performance generally affects the quality of the company, as it reflects the level of the company's success each year, created by human resources who comply with established work standards. The same thing is stated by Mangkunagara (2018), who defines performance as the achievement of an employee's work results based on the quality and quantity of their accomplishments over a certain period, aligned with their roles and responsibilities. Businesses or institutions expect that employees who have achievements can provide the best contribution to the organization and are able to improve their performance.

Based on the author's observations and interviews with an employee of the Department of Cooperatives, SMEs, Industry, and Trade of Purwakarta Regency, it was found that employee performance is not yet optimal. This is due to the quantity in field observations not being optimal because employees in the field are still delayed in completing their tasks, (which should be done in one day) taking more than one day instead. Meanwhile, the quality of employee work is very minimal because employees, in terms of individual tasks, lack sufficient support staff. Regarding punctuality, there are still obstacles because the field survey schedule keeps changing, so timeliness is not yet optimal. Employee attendance is still not optimal because employees do not yet understand the procedures for using online systems. The ability to work in a team is not yet balanced because each individual has different characteristics, so good teamwork has not yet been achieved.

Suboptimal performance can be caused by various factors, such as leadership, training, compensation, organizational culture, and employee work motivation. This aligns with the opinion of (Sudarmo & Wibowo, 2018) that employee performance in a company can also be influenced by company culture and the desire to work. It is found that work motivation and organizational culture are very important for employees because if a good culture and work motivation exist in an organization, employees are more enthusiastic in carrying out their tasks, as observed in the research conducted. In achieving the goals of a company or organization, organizational culture is very essential.

According to Robbins, S. P., & Judge (2019), organizational culture is a system of shared understanding that distinguishes one organization from another. Furthermore, Hasibuan (2021) explains that organizational culture is a system of principles, habits, and values established by an organization that serves as a guide for behavior in addressing internal integration and external adaptation issues.

Another factor that can influence an individual's performance is motivation. According to Sutrisno (2019), motivation is a component that helps individuals carry out certain activities; therefore, motivation is known as a component that assists individual behavior (Sinambela, 2021). Motivation is the willingness to make an optimal effort to achieve organizational goals, influenced by the effort competence to meet personal needs. Setting company goals based on the needs and requirements of employees can motivate them.

Both organizational culture and work motivation variables play an important role in improving the performance of employees at the Office of Cooperatives, SMEs, Industry, and Trade, so in this study, issues relevant to performance can be examined in depth through empirical and methodological testing.

## 2. RESEARCH METHOD

This research uses a quantitative approach through descriptive and verificative methods. To collect data, the study employs a questionnaire or questionnaire technique distributed to respondents via the Kobotoolbox Platform. The questionnaire is arranged in the form of statements based on the dimensions and indicators of each research variable. (Sugiyono, 2020) The sampling technique used is stratified random sampling, which involves determining research sample by categorizing population members into certain groups or levels, such as the performance levels of employees in the Department of Cooperatives, SMEs, Trade, and Industry of Purwakarta Regency, from which 80 samples were taken. So, because the total number of employees is below one hundred, the entire population was used as the research sample. The statistical analysis conducted for this research is multiple linear regression analysis. The hypotheses that were formulated were tested through partial tests (t-test) and simultaneous tests (F-test) using this regression analysis. The research data from the questionnaire were analyzed through four data tests, namely reliability, normality, and linearity tests.

## 3. RESULTS AND DISCUSSIONS

This is the result of statistical testing related to organizational culture, work motivation, and performance:

**Table 1.** The result of validit test

Variables	Item	Correlation	Result
Organizational Culture (X1)	X <sub>1.1</sub>	0,613	Valid
	X <sub>1.2</sub>	0,361	Valid
	X <sub>1.3</sub>	0,395	Valid
	X <sub>1.4</sub>	0,551	Valid
	X <sub>1.5</sub>	0,314	Valid
	X <sub>1.6</sub>	0,660	Valid
Work Motivation (X2)	X <sub>2.1</sub>	0,663	Valid
	X <sub>2.2</sub>	0,686	Valid
	X <sub>2.3</sub>	0,663	Valid
	X <sub>2.4</sub>	0,686	Valid
	X <sub>2.5</sub>	0,479	Valid
	X <sub>2.6</sub>	0,519	Valid
	X <sub>2.7</sub>	0,561	Valid
	X <sub>2.8</sub>	0,617	Valid
	X <sub>2.9</sub>	0,230	Valid
Performance (Y)	Y <sub>1.1</sub>	0,725	Valid
	Y <sub>1.2</sub>	0,674	Valid
	Y <sub>1.3</sub>	0,704	Valid
	Y <sub>1.4</sub>	0,348	Valid
	Y <sub>1.5</sub>	0,443	Valid

Source: Data processed by SPSS version 26 (2025)

Based on the table, it can be stated that the calculated  $r$  for the statement items of the organizational culture, work motivation, and performance variables exceeds the  $r$  table ( $r$  calculated  $>$   $r$  table). Therefore, each statement item in these three variables is declared valid, meaning that the questionnaire, as the research instrument, successfully measures the respondents' perceptions and is suitable for use.

**Table 2.** The result of reliability test

Variable	<i>r</i> Alpha	Result
Organizational culture ( $X_1$ )	0,672	Reliable
Work motivation ( $X_2$ )	0,736	Reliable
Performance ( $Y$ )	0,669	Reliable

Source: Data processed by SPSS version 26 (2025)

Based on the table, it can be stated that all variables have a Cronbach's Alpha that exceeds the standard reliability value (0.6) which are (0.627, 0.736, 0.669 > 0.6). From these values, it can be concluded that the data from all variables are reliable, making the questionnaire as a research instrument suitable for use.

**Table 3.** The result of t test  
Coefficients <sup>a</sup>

Model		Unstandardized		Coefficients Std. Error	Standardized Coefficients		t	Sig.
		B			Beta			
1	(Constant)	3.250	1.807			1.798	.076	
	Organization culture ( $X_1$ )	.061	.069		.068	.892	.375	
	Work motivation ( $X_2$ )	.432	.043		.762	10.029	.000	

Source: Data processed by SPSS version 26 (2025)

Performance = 3,250 + 0,061 oc + 0,432 wm + Error term

Based on the results of the multiple linear regression equation, a constant of 3.250 was obtained. The constant represents the basic value inherent in employee performance. This value provides a mathematical meaning, indicating that when the employee performance variable is not influenced by the work motivation and organizational culture variables, the magnitude of the intensity or tendency of employees in working at the Department of Cooperatives, SMEs, Trade, and Industry of Purwakarta Regency reaches 3.250, provided that other variables remain unchanged.

Naturally, the performance of the employees of the Cooperative, Industry, SME, and Trade Office of Purwakarta Regency basically exists, even if it is not linked to organizational culture factors or work motivation. However, the quality of their performance has not been optimal. The habits that are ingrained in the organization are considered to have an impact on improving performance, especially when combined with the various motivations of each individual employee.

The regression coefficient for the organizational culture variable has a positive value, indicating that there is an appropriate relationship between this variable and the performance of employees at the Office of Cooperatives, SMEs, Trade, and Industry of Purwakarta Regency. The regression coefficient for this organizational culture variable reaches 0.061, meaning that organizational culture has an impact on the performance of employees at the Office of Cooperatives, SMEs, Trade, and Industry of Purwakarta Regency by 0.061% when there is a one-level increase in organizational culture, assuming other variables remain unchanged.

The regression coefficient in the work motivation variable has a positive aspect, indicating that there is an influence of this variable of 0.432, which means that employee work motivation in the office has an impact on the performance of employees at SMEs, the Department of Cooperatives, Trade, and Industry of Purwakarta Regency, reaching 0.432%. When there is an increase of 1 level in work motivation for each employee, other variables through records do not change.

**Table 4.** The result of F test  
**ANOVA<sup>a</sup>**

Model		Sum of Square	df	Mean Square	F	Sig.
	Regression	190.500	2	95.250	64.626	.000 <sup>b</sup>
	Residual	113.487	77	1.474		
	Total	303.988	79			

Source: Data processed by SPSS version 26 (2025)

Based on the table, it is able to provide an explanation that simultaneously the variables of work motivation and organizational culture have an F value that exceeds the F table ( $64.626 > 3.117$ ), and a significance level below the standard significance ( $0.000 < 0.05$ ). The analysis results thus allow the conclusion that simultaneously the variables of organizational culture and work motivation have a strong impact on the performance of employees at the Department of Cooperatives, SMEs, Industry, and Trade of Purwakarta Regency.

**Table 5.** Coefficient of Determination  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 <sup>a</sup>	.627	.617	1.21403

Source: Data processed by SPSS version 26 (2025)

Based on the table, the findings from the testing and analysis of the research using multiple linear regression show that the Model Summary table can determine the percentage of the independent variables, namely organizational culture and work motivation, on the performance of employees at the Department of Cooperatives, SMEs, Trade, and Industry of Purwakarta Regency. Based on the R square, the influence of the independent variables on the dependent variable is 79.2%, and the remaining 20.8% is influenced by other variables that are not discussed.

## Discussion

### The Influence of Organizational Culture on Employee Performance

Based on the results of analysis and scientific testing regarding the variables and indicators studied, it is clear that organizational culture does not impact employee performance. According to the findings of the partial significance test, it provides an overview of the t-table obtained for all variables. The calculated t-value for the organizational culture variable is 0.892. When comparing this to the t-table value obtained at  $\alpha = 5\% = 0.05$  (one-tailed test) with degrees of freedom (df)  $n-k$  or  $80-3 = 77$ , the t-table value reached 1.665. Since  $t$  calculated  $< t$ -table ( $0.892 < 1.665$ ), it indicates that the calculated significance exceeds the standard significance level of 0.05 or  $0.375 > 0.05$ , so  $H_0$  is accepted and  $H_a$  is rejected. Therefore, it can be concluded that there is an impact of the organizational culture variable on the performance of employees at the Cooperatives, SMEs, Trade, and Industry Office of Purwakarta Regency.

Currently, the Cooperative, SMEs, Trade, and Industry Office of Purwakarta Regency is led by the Head of the Office, who implements responsibilities and roles as determined by laws and government regulations, allowing it to operate effectively. The work guidelines for all employees are of course included in the work manual, so employees can easily understand their tasks clearly. The work culture of the office tends to adopt an authoritarian system and a Top-Down model, meaning that the team below receives orders from a leader that must be carried out.

The work culture that exists within the department will become the organizational culture, where each employee will share the same vision. Purwakarta is a unique government with characteristics that differ from others. Therefore, when linked to employee performance in the department, it will create performance that meets standard benchmarks according to existing work references, rather than focusing on achieving outstanding results.

In relation to the research conducted by Ni Putu Pratitiwi Irmayanthi and Ida Bagus Ketut Surya (2020) regarding organizational culture and performance, there is a similarity in that organizational culture has an impact on performance, although not significantly. Similarly, for employees in the cooperative department, employee performance is not entirely determined by organizational habits but is also more influenced by the employees' work motivation, which drives their enthusiasm to work.

### **The Influence of Work Motivation on Employee Performance**

Based on the findings of the analysis and scientific testing regarding the variables and indicators studied, work motivation has a significant impact on employee performance. The analysis found a t-value for work motivation of 10.029. When comparing this to the t-table value obtained with  $\alpha = 5\% = 0.05$  (one-tailed test) and degrees of freedom (df)  $n-k$  or  $80-3 = 77$ , the t-table value is 1.665. Since the calculated t-value exceeds the t-table value ( $10.029 > 1.671$ ), it indicates that the significance is less than the standard significance level of 0.05 ( $0.000 < 0.05$ ). Therefore, it can be concluded that work motivation has a very significant impact on the performance of employees at the Cooperatives, SMEs, Industry, and Trade Office of Purwakarta Regency.

In general, every employee working at the agency basically has almost the same expectation, which is to realize the vision and mission that have been jointly determined. However, on the other hand, it is natural that every employee has their own goals at work. These goals are very diverse and can include improving the institution's productivity, seeking adequate welfare, serving the community wholeheartedly, and planning career paths for the future.

Employee motivation is an important aspect in determining performance results, whether monthly or annually. Employees who have high work motivation are able to indicate their integrity, showing that as employees they possess good quality. In terms of their work, they will demonstrate the best processes as well as how to build working relationships with other employees. Conversely, employees with low work motivation can produce low performance. Therefore, the work motivation of the employees in this office has a significant effect on the overall performance of the office.

In the study, the progress of employee performance at the agency is closely related to the level of motivation of each employee. This is still considered normal because essentially they each have their own goals at work. A study conducted by Desy Ernika (2016) showed a similar aspect, namely that performance is influenced by their level of motivation in completing tasks.

### **The Influence of Organizational Culture and Work Motivation on Employee Performance**

Based on the results of analysis and scientific testing regarding the variables and indicators studied, it is evident that both organizational culture and work motivation simultaneously have an impact on employee performance. The analysis findings indicate that simultaneously, the variables of work motivation and organizational culture show an F value exceeding the F table ( $64.626 > 3.117$ ), accompanied by a calculated significance less than the standard significance ( $0.000 < 0.05$ ). The result of this analysis can thus conclude that simultaneously, the variables of organizational culture and work motivation have a strong impact on the performance of employees at the Department of Cooperatives, SMEs, Industry, and Trade of Purwakarta Regency.

But when combined with high employee work motivation, organizational culture can also lead to a high work culture. Employees, especially those who have good communication and serve as role models for other employees, will create a harmonious organizational culture that can also boost their work motivation, enabling the targeted job performance in their job description to be achieved to the fullest.

## **4. CONCLUSION**

Based on the findings of the research that has been conducted, it can be concluded that organizational culture has a positive impact on employee performance at the Office of Cooperatives, SMEs, Industry, and Trade of Purwakarta Regency. This indicates that the values, norms, and work habits established within the organization can create a comfortable workplace and increase employee productivity. Furthermore, work motivation proves to have a positive influence on employee performance; the internal and external drives that employees possess encourage them to

perform their jobs more optimally to achieve the predetermined targets. Simultaneously, organizational culture and work motivation provide important support in enhancing employee performance. The synergy between a strong organizational culture and high work motivation is a key factor in creating high-performing human resources and competitiveness in the regional government environment. Based on the findings of the research that has been conducted, it can be concluded that organizational culture has a positive impact on employee performance at the Office of Cooperatives, SMEs, Industry, and Trade of Purwakarta Regency. This indicates that the values, norms, and work habits established within the organization can create a comfortable workplace and increase employee productivity. Furthermore, work motivation proves to have a positive influence on employee performance; the internal and external drives that employees possess encourage them to perform their jobs more optimally to achieve the predetermined targets. Simultaneously, organizational culture and work motivation provide important support in enhancing employee performance. The synergy between a strong organizational culture and high work motivation is a key factor in creating high-performing human resources and competitiveness in the regional government environment.

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