

The Influence of Organizational Culture and Work Motivation on Employee Performance at PT Pillar Nusa Wisata in South Jakarta

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Article History

Received: 19-06-2026

Revised: 09-08-2026

Published: 30-08-2026

Keywords: Organizational Culture, Work Motivation, Employee Performance

ABSTRACT

Research Aims: The purpose of this study is to determine the influence of organizational culture and work motivation on employee performance at PT Pillar Nusa Wisata in South Jakarta. The method used is quantitative, with a population and sample size of 43 employees. *Design/methodology/approach:* The data analysis used was data instrument testing, classical assumption testing, linear regression testing, correlation coefficient testing, determination coefficient testing, and hypothesis testing. *Research Findings:* Based on the results of the study, organizational culture has a significant effect on employee performance at PT Pillar Nusa Wisata in South Jakarta with a partial coefficient of determination value of 80.0% and a hypothesis test obtained a t-count value $> t\text{-table}$ or $(12.792 < 2.021)$. This is also reinforced by a significance value < 0.05 or $(0.000 < 0.050)$. Work motivation has a significant effect on employee performance at PT Pillar Nusa Wisata in South Jakarta with a partial determination coefficient of 83.8% and a hypothesis test value of $t\text{count} > t\text{table}$ or $(12.792 < 2.021)$. The hypothesis test obtained a t-count value $> t\text{-table}$ or $(14.547 > 2.021)$. This is also reinforced by a significance value of < 0.05 or $(0.000 < 0.050)$. Organizational Culture and Work Motivation simultaneously have a significant effect on Employee Performance at PT Pillar Nusa Wisata in South Jakarta, with a simultaneous coefficient of determination of 86.1%. The hypothesis test obtained an fcount $> f\text{table}$ or $(123.774 > 3.23)$.

INTRODUCTION

Today's business and organizational world is evolving rapidly along with technological advances, globalization, and increasing competition across various sectors. This situation demands that every company be able to adapt quickly to changes in both the external and internal environment. An organization's success no longer depends solely on capital, technology, or marketing strategies, but is also greatly influenced by the quality of its human

resources. Human resources are a critical asset that determines a company's long-term sustainability and competitiveness.

Human resources are a vital asset in any organization. They are the only resource best able to manage other resources. In other words, human resources are key to creating a positive work environment for employees and motivating them to perform, thus achieving job satisfaction, which ultimately increases employee commitment to the organization and ultimately achieving company goals. This also applies to companies in the telecommunications services sector, which require significant resources.

In this case, human resources are the employees in a company, who consistently strive to work to the best of their ability to achieve the company's desired performance. A sense of comfort and security will influence the work environment, which can motivate employees to be more diligent in completing their tasks and will help achieve better performance. To achieve performance that meets expected criteria, it is recommended that companies encourage their employees to work hard so they consistently achieve company targets.

PT Pillar Nusa Wisata is a company specializing in domestic tour and ticket bookings. Through interviews, the author noted that PT Pillar Nusa Wisata has 43 employees. The following is the author's pre-survey data on PT Pillar Nusa Wisata employees from 2021 to 2023.

RESEARCH METHODS

The research method used in this study is quantitative, because the data in this study consists of numbers and analysis using statistics. According to Sugiyono (2018:13), quantitative methods are research methods based on positivism (concrete data), where research data consists of numbers measured using statistics as a calculation tool, related to the problem being studied to draw conclusions. Positivism is applied to a specific population or sample.

This study employed a quantitative method with an associative analysis approach and descriptive research. This is because the variables will be analyzed in relation to each other, and the goal is to present a general overview of the relationships between the variables studied. The population in this study was all 43 employees of PT Pillar Nusa Wisata. Meanwhile, the sample in this study consisted of 43 respondents.

Data collection techniques are the methods used to gather research materials. These techniques include observation, documentation, questionnaires, interviews, and tests or assessments.

RESULTS AND DISCUSSION

1. Normality Test

A normality test is performed to determine the distribution of a data set, whether it has a normal distribution pattern or not. A good regression model is one in which the dependent and independent variables are normally or nearly normally distributed.

Table 4
Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		43
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	3.22179611
Most Extreme Differences Absolute		.121
	Positive	.121
	Negative	-.117
Test Statistics		.121
Asymp. Sig. (2-tailed)		.119 ^c

a. Test distribution is Normal.

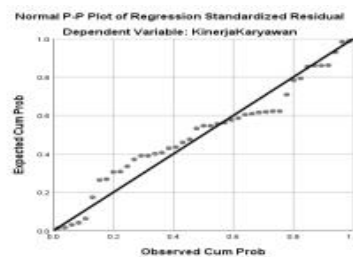
b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data processed using SPSS.

Based on the results of the normality test using the One Sample Kolmogorov-Smirnov Test, the Asymp. sign value (two-tailed) was obtained at 0.119. This value is greater than the 0.05 significance level, so it can be concluded that the data is normally distributed. This means that the residuals from the regression model meet the normality assumption, so the data is suitable for further regression analysis. This can also be seen in the P Plot. If the data distribution pattern is around the diagonal line and close to the diagonal line, then the data is said to be normally distributed on the P Plot graph. The P Plot for this study is as follows:

Figure 1
P-Diagram Normality Test



Source: Data processed using SPSS.

The Normal P-P graph of the Standardized Residuals of the Regression above shows the results of the normality test for the dependent variable Employee Performance. The graph shows that the data points (residuals) are scattered around the diagonal line and follow the direction of the line. This pattern indicates that the distribution of residuals in the regression model approaches a normal distribution. In other words, the distribution of residual data does not deviate significantly from the diagonal line, thus concluding that the assumption of normality is met.

2. Multicollinearity test

The multicollinearity test was used to determine whether the regression model in this study experienced multicollinearity between variables by comparing the tolerance value and the Variance Inflation Factor (VIF). One study showed that there is no multicollinearity if the tolerance value exceeds 0.10 and the VIF value is less than 10.

Table 5
Multicollinearity Test Results

		Coefficients ^a						Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients					
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	2.115	2,301		.919	.364			
	Organizational culture	.350	.136	.361	2,582	.014	.177	5,635	
	Work motivation	.586	.140	.587	4,196	.000	.177	5,635	

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS.

Based on the results of the multicollinearity test in the Coefficient table, it can be seen that the Tolerance value for the Organizational Culture (X_1) and Work Motivation (X_2)

variables is 0.177, while the Variance Inflation Factor (VIF) value for both is 5.635. Since the results obtained show that Tolerance is $0.177 > 0.10$ and VIF is $5.635 < 10$, it can be concluded that there is no multicollinearity among the independent variables in this regression model.

3. Heteroscedasticity test

The heteroscedasticity test is used to determine whether there is inequality of variance in a regression model. A good regression model does not exhibit heteroscedasticity.

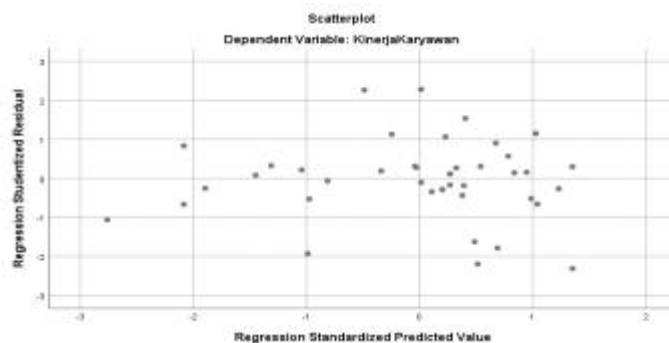


Figure 2
Heteroscedasticity Test Results

Source: Data processed using SPSS

Based on the scatterplot graph, it can be seen that the data points are randomly distributed above and below the horizontal axis (axis 0 in the Standard Predicted Value Regression) without forming a specific pattern, either widening or narrowing. This random distribution pattern indicates that there is no heteroscedasticity in the regression model. Testing for heteroscedasticity by looking at the scatterplot has significant weaknesses, considering that the number of observations greatly affects the plot results. Therefore, to determine whether heteroscedasticity occurs in the regression model, heteroscedasticity testing is carried out using the Glejser test below:

Table 6
Glejser Heteroscedasticity Test

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	1,568	1,541		1,017
	Organizational culture	-.112	.091	-.450	-1,230
	Work motivation	.135	.094	.527	1,441
					Sig.
					.315
					.226
					.158

a. Dependent Variable: ABS_res

Source: Data processed using SPSS.

Based on the Glejser test results in the table above, the significance value (Sig.) for the Organizational Culture variable is 0.226 and for the Work Motivation variable is 0.158, both of which are greater than 0.05. This indicates that the regression model used does not show any heteroscedasticity.

4. Autocorrelation Test

The autocorrelation test is used to determine whether there is a correlation between the disturbance error in period t and the disturbance error in the previous period ($t-1$) in the linear regression model.

Table 7
Autocorrelation Test Results

Model Summary ^b

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Standard Error of the Estimate</i>	<i>Durbin-Watson</i>
1	.928 ^a	.861	.854	3.56581	1,558

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

b. Dependent Variable: Employee Performance

Source: Data processed using SPSS

Based on the test results in the table above using the Durbin-Watson test, a dw value of 1.558 was obtained, which can be compared with the sample size (n) = 43 and the independent variable (k) = 2, resulting in a dL value of 1.4151 and a dU value of 1.6091, so that the $4 - dU$ value is 2.3909 and the $4 - dL$ value is 2.5849. Therefore, it can be concluded that the results of the autocorrelation test using the Durbin Watson test, with a DW value of 1.558, are in the range of 1.550 – 2.460, which means there is no autocorrelation in the regression model.

5. Simple Linear Regression Analysis

Simple regression analysis can be used to determine the direction of the relationship between an independent variable and a dependent variable, whether the relationship is positive or negative, and to predict the value of the dependent variable when the value of the independent variable increases or decreases. The results of a simple linear regression analysis are as follows:

Table 8
Simple Regression Test on the Influence of Organizational Culture (X1) on Employee Performance (Y)

Coefficients ^a

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		

1	(Constant)	5,046	2,599		1,941	.059
	Organizational culture	.867	.068	.894	12,792	.000

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS

From the regression calculations in the table above, the regression equation $Y = 5.046 + 0.867X_1$ is obtained. From the equation above, the following conclusions can be drawn:

- 1) 1) This shows that the constant value (5.046) means that if the Organizational Culture variable (X_1) has a value of 0, then employee performance (Y) will be 5.046.
- 2) 2) The regression coefficient value of Organizational Culture (X_1) is 0.867, which means that if the constant remains the same, every 1 point change in the Organizational Culture variable (X_1) will result in a change in employee performance (Y) of 0.867. Based on the table above, the significance value is $0.000 > 0.05$, which can be concluded that this regression shows a significant positive relationship between Organizational Culture and employee performance variables.

Table 9

Simple Regression Test Results of Work Motivation Variables on Employee Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,790	2,439		1,144	.259
	Work motivation	.914	.063	.915	14,547	.000

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS

From the regression calculations in the table above, the regression equation $Y = 2.790 + 0.914X_2$ is obtained. From the equation above, the following conclusions can be drawn:

- 1) 1) This shows that the constant value (2.790) means that if the Work Motivation variable (X_2) has a value of 0, then employee performance (Y) will have a value of 2.790.
- 2) 2) The regression coefficient value for Work Motivation (X_2) is 0.914, which means that if the constant remains the same, every 1 point change in the Work Motivation variable (X_2) will result in a change in employee performance (Y) of 0.914. Based on the table above, the significance value is $0.000 > 0.05$, which can be concluded that this regression shows a significant positive relationship between Work Motivation and employee performance variables.

6. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to predict the dependent variable when the independent variable is increased or decreased. The following results were obtained from the data processing:

Table 10
Multiple Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.115	2,301		.919	.364
	Organizational culture	.350	.136	.361	2,582	.014
	Work motivation	.586	.140	.587	4,196	.000

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS

Based on the results obtained from the table above, the multiple linear regression equation is as follows:

$$Y = 2.115 + 0.350X_1 + 0.586X_2 + e$$

Based on this multiple linear regression equation, an analysis can be carried out regarding the influence of each independent variable on the dependent variable, namely:

- 1) From the multiple linear regression equation above, the constant value (2.115) shows that the values of Organizational Culture (X₁) and Work Motivation (X₂) remain constant (0), so that the value of Employee Performance (Y) is 2.115.
- 2) The regression coefficient value of Organizational Culture (X₁) has a positive influence of 0.350, meaning that if the value of other independent variables remains constant and there is a change of 1 in the value of Organizational Culture, Employee Performance will increase by 0.350. A positive coefficient means that there is a positive relationship between Organizational Culture and Employee Performance; the higher the Organizational Culture, the higher the Employee Performance.
- 3) The regression coefficient value of Work Motivation (X₂) has a positive effect of 0.586, meaning that if other independent variables remain constant and there is a change of 1 in Work Motivation, Employee Performance will increase by 0.586. A positive coefficient indicates a positive relationship between Work Motivation and Employee Performance; the higher the Work Motivation, the higher the Employee Performance.

7. Correlation Coefficient Analysis

Correlation analysis is used to measure the strength of the relationship between independent and dependent variables. In this case, the analysis is used to measure the relationship between Organizational Culture (X1) and Work Motivation (X2) with Employee Performance (Y).

Table 11
Results of Partial Correlation Test of Organizational Culture Variables on Employee Performance
Correlations

		Organizational culture	Employee performance
Organizational culture	Pearson Correlation	1	.894 **
	Sig. (2-tailed)		.000
	N	43	43
Employee performance	Pearson Correlation	.894 **	1
	Sig. (2-tailed)	.000	
	N	43	43

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed using SPSS.

Based on the test results in the table above, the correlation coefficient for the organizational culture variable is 0.894, within the range of 0.800–1.000, indicating a very strong relationship. This indicates a very strong relationship between organizational culture and employee performance.

Table 12
Results of Partial Correlation Test of Work Motivation Variables on Employee Performance
Correlations

		Work motivation	Employee performance
Work motivation	Pearson Correlation	1	.915 **
	Sig. (2-tailed)		.000
	N	43	43
Employee performance	Pearson Correlation	.915 **	1
	Sig. (2-tailed)	.000	
	N	43	43

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed using SPSS

Based on the test results in the table above, the correlation coefficient for the work motivation variable is 0.915, which falls within the range of 0.800–1.000, indicating a very strong relationship. This indicates a very strong relationship between work motivation and employee performance.

Table 13
Results of Simultaneous Correlation Test of Organizational Culture and Work Motivation Variables on Employee Performance

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.928 ^a	.861	.854	3.56581	.861	123,774	2	40	.000

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

b. Dependent Variable: Employee Performance

Source: Data processed using SPSS

Based on the test results in the table above, it can be seen that the correlation value between the organizational culture variable (X1) and the work motivation variable (X2) is 0.928, which is in the range of 0.800–1.000, indicating a very strong relationship. This means that the relationship between organizational culture variables and work motivation variables on employee performance is very strong.

8. Analysis of the Coefficient of Determination

The coefficient of determination is a measure that describes how much of the variation in a dependent variable can be explained by the independent variables. In other words, this coefficient is used to assess the extent to which the independent variables can explain the dependent variable.

Table 14
Results of the Partial Determination Coefficient Test of Organizational Culture on Employee Performance

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.894 ^a	.800	.795	4.22683

a. Predictors: (Constant), Organizational Culture

b. Dependent Variable: Employee Performance

Source: Data processed using SPSS

Based on the table above, it can be seen that the R-squared value is 0.800 or 80.0%. This value indicates that organizational culture (X1) contributes or influences employee performance (Y) by 80.0%, while the remaining $100\% - 80.0\% = 20\%$ is influenced by other factors.

Table 15
Results of the Partial Determination Coefficient Test of Work Motivation Variables on Employee Performance

Model Summary ^b

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.915 ^a	.838	.834	3.80429

a. Predictors: (Constant), Work Motivation

b. Dependent Variable: Employee Performance

Source: Data processed using SPSS

Based on the table above, the R-squared value is 0.838, or 83.8%. This value indicates that work motivation (X2) contributes to or influences employee performance (Y) by 83.8%. The remaining 16.2%, $100\% - 83.8\%$, is the influence of other factors.

Table 16
Results of the Simultaneous Determination Coefficient Test of Organizational Culture and Work Motivation Variables on Employee Performance

Model Summary ^b

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.928 ^a	.861	.854	3.56581

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

b. Dependent Variable: Employee Performance

Source: Data processed using SPSS

Based on the table above, it can be seen that the R-squared value is 0.861 or 86.1%. This value indicates that organizational culture (X1) and work motivation (X2) simultaneously contribute or influence employee performance (Y) by 86.1%, while the remaining $100\% - 86.1\% = 13.9\%$ is influenced by other variables not examined in this study.

9. Hypothesis Testing

1) Partial Test (t-Test)

The t-test is conducted to determine the magnitude of the influence of each independent variable individually on the dependent variable by comparing the calculated t-value with the t-table.

Table 17
Partial Test Results (t-test) of Organizational Culture on Employee Performance
Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,046	2,599		1,941	.059
	Organizational culture	.867	.068	.894	12,792	.000

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS

Based on the hypothesis testing using the t-test in the table above, it can be concluded that the influence of organizational culture on employee performance can be determined based on the t-count and t-table values. Organizational culture obtained a t-count value of (12.792) and a t-table value of (2.021). The value obtained is $T_{count} > T_{table}$ ($12.792 > 2.021$), which means that the T_{count} value is greater than the T_{table} value with a significance level of 0.05, so the significance value in this test is 0.000 ($0.000 < 0.05$). Therefore, H_0 is rejected and H_a is accepted, which means that organizational culture has a significant influence on employee performance at PT Pillar Nusa Wisata.

Table 18
Partial Test Results (t-test) of Work Motivation Variables on Employee Performance
Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,790	2,439		1,144	.259
	Work motivation	.914	.063	.915	14,547	.000

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS

Based on the hypothesis testing using the t-test in the table above, the effect of work motivation on employee performance can be seen from the Tcount and Ttable values of the variable, where work motivation obtained a Tcount value of (14.547) and a Ttable value of (2.021). The value obtained is $Tcount > Ttable$ ($14.547 > 2.021$), which means that the Tcount value is greater than the Ttable value with a significance level of 0.05, so the significance value in this test is 0.000 ($0.000 < 0.05$), therefore H_0 is rejected and H_a is accepted. Therefore, work motivation has a significant influence on employee performance at PT Pillar Nusa Wisata.

Table 19
Simple Regression Test Results of Work Motivation Variables on Employee Performance
 ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3147,585	2	1573,793	123,774	.000 ^b
	Residual	508,601	40	12,715		
	Total	3656.186	42			

a. Dependent Variable: Employee Performance

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

Source: Data processed using SPSS

Based on the test results in the table above, $Fcount > Ftable$ or ($123.774 > 3.23$) was obtained, which was also strengthened by a significance value of $0.000 < 0.050$. Therefore, the conclusion is that H_0 is rejected and H_3 is accepted, which indicates that there is a significant simultaneous influence between organizational culture (X1) and work motivation (X2) on employee performance (Y) at PT Pillar Nusa Wisata.

CONCLUSION AND SUGGESTIONS

After discussing the Influence of Organizational Culture and Work Motivation on Employee Performance at PT Pillar Nusa Wisata in South Jakarta, the following are the conclusions of this study:

- 1) Organizational culture partially has a significant influence on employee performance at PT Pillar Nusa Wisata in South Jakarta. This is evidenced by the fact that the T-count value is greater than the T-table value ($12.792 > 2.021$), which means the T-count value is greater than the T-table value with a significance level of 0.05, resulting in a significance value in this test of 0.000 ($0.000 < 0.05$), so that H_0 is rejected and H_a is accepted.
- 2) Partial work motivation has a significant influence on employee performance at PT Pillar Nusa Wisata South Jakarta. This is evidenced by the fact that the calculated T value is greater than the T table value ($14.547 > 2.021$), which means that the calculated T value is

greater than the T table value with a specified significance level of 0.05, so that the significance value in this test is 0.000 ($0.000 < 0.05$), therefore H_0 is rejected and H_a is accepted.

- 3) Organizational Culture and Work Motivation simultaneously have a significant influence on Employee Performance at PT Pillar Nusa Wisata South Jakarta. This is evidenced by the fact that the F-value is greater than the F-table value ($123.774 > 3.23$), which is also strengthened by the significance of $0.000 < 0.050$. Therefore, the conclusion is that H_0 is rejected and H_3 is accepted.

Recommendation

Based on the research results and discussions presented by the author, the author makes the following recommendations:

- 1) Companies are advised to improve team orientation by strengthening coordination and communication among team members. This can be achieved through clearer task allocation, increased inter-team collaboration, and activities that encourage active involvement by each member, such as regular discussions or group work. This way, the contribution of each individual within the team can be optimized and support the achievement of better work results.
- 2) Companies are advised to further optimize recreational and social activities for employees to strengthen a sense of camaraderie in the workplace. Companies can design a wider variety of activities that actively involve all employees, thus fostering better employee interaction and positively impacting the work environment.
- 3) Companies are advised to increase employee performance incentives to help them exceed set targets. This can be achieved through motivation, recognition for work achievements, and setting challenging yet realistic targets, which encourage employees to perform optimally.

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