

The Influence of Organizational Culture and Work Motivation on the Performance of MSME Actors in the Tda Bekasi Community

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Abstract

Study This aim For analyze influence culture organization and motivation Work to performance MSME actors in the Bekasi Hands Up Community (TDA). MSMEs have role important in Indonesia's economy , however Still face various challenge in increase performance they . Study This use approach quantitative with method survey towards 95 MSME actors who joined in Bekasi TDA Community . Data is collected through questionnaire and analyzed use method analysis regression multiple . Research result show that culture organization and motivation Work own influence positive and significant to performance MSME actors . Culture strong and adaptive organization in the TDA Bekasi community is proven capable increase performance its members . Temporary that 's motivation high work also contributes to the increase productivity and efficiency MSME actors . Study This give implications important for MSME development , in particular in context community business , as well highlighting importance build culture supporting and enhancing organizations motivation work of MSME actors.

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1. INTRODUCTION

Micro , Small and Medium Enterprises (MSMEs) play a role vital role in Indonesian economy , contributing significant to Product Gross Domestic (GDP) and absorption power Work . According to data from the Ministry of Cooperatives and SMEs, in 2023 , MSMEs will contribute around 60% of Indonesia's GDP and absorbs more of 97% power Work national . However , behind contribution big However , MSMEs still face various challenge in increase performance them , especially in face global competition and disruption technology .

MSME performance is influenced by various factors factors , both internal and external external . Between factors that , culture organization and motivation Work appear as two elements crucial that can be influence success and sustainability of MSMEs. Culture organization , as system espoused values and beliefs together in something organization , have potency For form behavior , improve cohesion , and encouragement innovation among MSME actors . Temporary that 's motivation Work role important in direct , intensify , and sustain efforts of MSME actors in reach objective business they .

Study previous has show connection positive between culture organization and performance company . For example , research conducted by Wahjoedi , **Tri (2021)** : This study examines the influence of organizational culture on employee performance which is mediated by job satisfaction and work motivation in MSME companies in Surabaya, Indonesia. The research results show that organizational culture and work motivation do not have a direct significant effect on employee performance. However, organizational culture has a significant effect on job satisfaction and work motivation, which in turn affects employee performance (Wahjoedi, 2021). **Syardiansah et al. (2021)** : This research examines the influence of work motivation and organizational culture on employee

performance at the Sapta Jaya Health Center, Aceh Tamiang Regency. The results show that work motivation and organizational culture significantly influence employee performance both partially and simultaneously (Syardiansah et al., 2021), research (Pristanto Ria Irawan et al., 2023), Examining work motivation and performance at Sinar Mas insurance, where work motivation significantly influences employee performance , **Yusnita, Weni Emelda; Fitria, Happy; Mulyadi, M. (2022)** : This research examines the influence of organizational culture and work motivation on teacher performance at SMA Negeri 1 Belimbing. The research results show that organizational culture and work motivation, both partially and jointly, have a significant influence on teacher performance .(Yusritha Labudo, 2013)

Although has There is various study about culture organization and motivation Work in MSME context , still there is gap necessary research filled . First , the majority studies previous focuses on MSMEs general , without consider characteristics unique from community business certain . Second , still A little integrating research culture organization and motivation Work in a way simultaneous in analyze MSME performance , especially in Indonesian context .

Study This aim For fill in gap the with analyze influence culture organization and motivation Work to performance MSME actors , in particular in context Hands Up Community (TDA) Bekasi. TDA , as one community businessman the largest in Indonesia, offering a unique setting For understand dynamics culture organization and motivation work among MSME actors . Bekasi , as one city Jakarta satellite with growth a booming economy , providing background relevant background For studies This .

Research result This expected can give contribution theoretical and practical . By theoretical , research This will enrich literature about MSME performance with integrate perspective culture organization and motivation Work in context community business . By practical , findings study This can become reference for maker policy , community businesses , and MSMEs themselves in devise a strategy for increase MSME performance through strengthening culture organization and improvement motivation Work . In dissertation this will discussed in a way deep about draft culture organization , motivation work , and performance of MSMEs, as well interaction between third variable the . Methodology research used , data analysis , and discussion results study will served in a way comprehensive For give holistic understanding about topic This

2. LITERATURE REVIEW

Organizational culture

M. Morelli and Manke Wang (2020) : Organizational culture is defined as a collaborative process of creating shared awareness and understanding from various individuals to help and direct its members towards a reality that provides the basis for alignment of goals and joint action ([Morelli & Wang, 2020](#)) .

Emilia Giol-Calefariu (2023) : Organizational culture is a special element that only over time contributes to extraordinary results for an institution with cultural goals. It represents the efforts of several generations of managers who have continuously contributed to improving the quality of artistic action in the cultural organizations they lead .(Giol-Calefariu, 2023)

Alan S. Gutterman (2023) : Organizational culture is a pattern of basic assumptions discovered, created, or developed by a group in learning to overcome problems of external adaptation and internal integration, a pattern of assumptions that has worked well enough to be considered valid and therefore taught to new members as the correct way to understand, think, and feel in relation to the problem.(Gutterman, 2023)

Work motivation

R. Kanfer, M. Frese, and R. Johnson (2017) : Work motivation is a dynamic process directed by goals and resource allocation related to variables of time, experience, and place. It includes motives, traits, and motivational orientation (content); features of the job, work role and wider environment (context); and the mechanisms and processes involved in selecting and achieving goals. (Kanfer et al., 2017)

A. Broeck, J. Carpini, and J. Diefendorff (2019) : Work motivation is a complex and important resource for employees and organizations. It includes a variety of theoretical lenses that identify the primary mechanisms through which work motivation directs and regulates behavior, as well as the antecedents and consequences of motivation. (Van den Broeck et al., 2019)

Jane SDT distinguishes between autonomous motivation which is characterized by a sense of choice and drive, and controlled motivation which is based on pressure and obligation. (Chong & Gagné, 2019)

Performance

Performance according to (Wirawan, 2015) output produced by the functions or indicators of a job or profession within a certain time.

Several experts state that the important role of employee performance can contribute to an organization or company. According to Mathis & Jackson, they (Ahmad Rivai, 2020) argue that performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization which includes: (1) *output quantity*, (2) *output quality*, (3) *output period*, (4) *attendance at work*, and (5) *cooperative attitude*

In understanding performance, sometimes we also have to understand several indicators that are attached to the definition of performance itself (Debby Endayani Safitri, 2019) states, "Performance is the result of work achieved by a person based on job requirements." Performance indicators include quantity (amount of work), *quality* (quality of work), precision time (punctuality), *attendance* (attendance), team work (ability to collaborate).

(Agus Triansyah et al., 2023) Employee performance is a measure of the extent to which an employee is able to fulfill his duties and responsibilities well and effectively. Employee performance plays an important role in achieving organizational goals, increasing productivity, efficiency and the quality of work produced.

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Mardiani and Chandra (2022) : Performance is the work results achieved by a person who are adapted to their role or duties in the company in a certain period of time, which is linked to certain values or standards of the company where the person works. (Mardiani & Chandra, 2022)

3. RESEARCH METHOD

Population

This research is a quantitative descriptive study which aims to describe the influence of organizational culture on the performance of MSME actors in the Bekasi Hands Up Community (TDA). The population in this study consisted of MSME actors in the Bekasi Hands Up Community (TDA).

Sample

To obtain research results that can be accounted for, the samples taken in this research were MSME actors in the Bekasi Hands Up Community (TDA), totaling 95 employees, with the sampling technique being saturated sampling. According to Lijan Sinambela (Lijan Sinambela, 2021), a sample is part of the number and characteristics of the population.

The hypothesis in this research can be explained by the hypothesis test formulation as follows

| | |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| $H_1 : \rho = 0$ | There is an influence of organizational culture on the performance of MSME actors in the Bekasi TDA Community |
| $H_0 : \rho \neq 0$ | There is no influence of organizational culture on the performance of MSME actors in the Bekasi TDA Community |
| $H_1 : \rho = 0$ | There is an influence of work motivation on the performance of MSME actors in the Bekasi TDA Community |
| $H_0 : \rho \neq 0$ | There is no influence of work motivation on the performance of MSME actors in the Bekasi TDA Community |
| $H_1 : \rho = 0$ | There is a simultaneous influence of organizational culture and work motivation on the performance of MSME actors in the Bekasi TDA Community |
| $H_0 : \rho \neq 0$ | There is no simultaneous influence of organizational culture and work motivation on the performance of MSME actors in the Bekasi TDA Community |

Analysis Model Techniques

To find out how strong the relationship between one variable and another variable is, regression analysis is used in this research. Regression analysis is a statistical method that observes the relationship between the dependent variable Y and a series of independent variables X_1, \dots, X_p (Hijriani, Muludi, & Andini, 2016) in (Tri Novrizi Putri et al., 2019). Furthermore, according to Trianggana (Almumtazah et al., 2021) Regression analysis is a statistical calculation to test how closely the relationship between variables is. Data analysis in this research uses multiple regression analysis which is used to describe and test models of relationships between variables in the form of cause and effect to test hypotheses. And measuring the contribution of the independent variable to the dependent variable is a step in knowing a relationship and influence, Arikunto in (Jayusman & dkk, 2020).

Measurement scale with a Linkert scale of 1-4, to measure the perception, attitude or opinion of a person or group regarding an event or social phenomenon, based on the operational definition that has been determined by the researcher (Ghozali 2018). Testing the instruments that have been entered in the validity and reliability tests for each independent variable and dependent variable.

4. RESULTS AND DISCUSSION

Results

Validity test

In this research, a validity test was carried out on the organizational culture variable instruments (X_1), work motivation (X_2) **and actor performance (Y)**. It was concluded that **14 items** of the organizational culture instrument (X_1) were declared **valid**, the work motivation variable (X_2) **9 items were declared valid, while 12** employee performance variables (Y) were declared valid. The test uses a two-sided test with a significance level of **$\alpha = 0.05$** , so the **$r_{table} = 0.169$ is obtained**. The test criteria to declare an item valid is **$r_{count} > r_{table}$**

Reliability Test

Based on the calculation results, it is concluded that each item that has been declared valid is reliable with a significance level of $\alpha = 0.05$, so we get $r_{table} = 0.60$. For the organizational culture variable (X_1) the calculated $r = 0.927$ is greater than the $r_{table} = 0.60$ then it is reliable, work motivation (X_2) $r_{count} = 0.885$ greater $r_{table} = 0.60$, then it is reliable, and the actor's performance variable (Y) $r_{calculated} = 0.934$ is greater than $r_{table} = 0.60$, then it is reliable.

Simple Linear Regression Analysis Test

Based on table 2 coefficients, the results of simple linear regression analysis show the t-count value, significance level and regression formula. The following are the results of the coefficients obtained from analysis using SPSS

Table 1
Linear Regression Analysis Table

| | | Coefficients ^a | | | | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 8,949 | 3,294 | | 2,717 | ,000 |
| | x1 | ,588 | ,077 | ,669 | 7,627 | ,000 |
| | x2 | ,230 | .105 | ,192 | 2,188 | .031 |

a. Dependent Variable: Y

Source: Data processed from SPSS

Based on the complete multiple linear regression model equation table, it can be obtained as follows: $Y = 8.929 + 0.588 X_1 + 0.230 X_2$

T test (partial)

This test is used to find out whether each of the variables is independent (organizational culture and work motivation) in general Partial has a significant effect on employee performance variables. If the significance test is above 0.05 then the dependent variable (X) has no significant effect on the independent variable (Y).

The basis for decision making is to compare the following values;

Using Significance, as follows:

- a) If the *sig value* < 0.05, then there is an influence of variable X on variable Y.
- b) If the *sig value* is > 0.05, then there is no influence of variable X on variable Y

Using the t test, as follows:

- a) If the *calculated t value* > *table t value*, then there is an influence of variable X on variable Y.
- b) If the *calculated t value* < *table t value*, then there is no influence of variable X on variable Y

Hypothesis Testing 1.

Ha: There is a partial influence of organizational culture on employee performance

Ho: There is no partial influence of individual organizational culture on employee performance

To find the **t table value** , you can use the formula: $t \text{ table} = t (\alpha/2; nk-1)$ Where : α = significance value, n = number of respondents, k = number of independent variables, so the t table value is $t (0.025 ; 95-2-1) = t (0.025; 92) = 1.989$. Based on **table 1 coefficients**, t -count individual behavior variables (X_1) has a t -count value of **7.627** > t- table **1,989** and a sig value of **0.000** < **0.05**, then partially **organizational culture** (X_1) positive and significant **effect on employee performance** (Y).

Testing Hypothesis 2.

Ho: There is a partial influence of work motivation on employee performance

Ha: There is no partial influence of work motivation on employee performance

To find the **t table value** , you can use the formula: $t \text{ table} = t (\alpha/2; nk-1)$ Where: α = significance value, n = number of respondents, k = number of independent variables, so the t table value is $t (0.025 ; 95-2-1) = t (0.025; 92) = 1.989$. Based on **table 1 coefficients**, t- calculated work motivation variable (X_2) has a value of **2,188** > t- table **1,989** and a sig value of **0.000** < **0.05**, then partially **work motivation** (X_2) positive and significant **effect on employee performance** (Y).

F test (simultaneous)

As base taker decision , yes is known with using the F Test, as following :

- If value **sig** < **0.05** , then there is influence variable simultaneous or Together to variable Y.
- If value **sig** > **0.05** , then No there is influence variable simultaneous or together to variable Y

Basis of Intake decisions can also be made done with using the F Test , namely

- If the calculated F value > table F value , then there is influence variable simultaneous or together to variable Y.
- If the calculated F value < table F value , then No there is influence variable simultaneous or together to variable Y

Hypothesis Testing 3:

Ha: There is a simultaneous influence of organizational culture and work motivation on employee performance

Ho: There is no simultaneous influence of organizational culture and motivation on employee performance

To find the **F table value** , you can use the formula: **F table = F (k; nk), d** where: n = number of respondents, k = number of independent variables, so $F = (2; 95-2) = F (2; 93)$ in **table F**, a value of = **3.09 is obtained**. Based on **table 2**, the value of f- is calculated **equal to 93,688** > **f table = 3.09** with a level of **significance 0.000** < **0.05** , which means Ha accepted because the f- value is calculated > f- table . So it can be concluded that the organizational culture variables (X_1) and work motivation (X_2) together or simultaneously have a positive and significant effect to employee performance (Y).

Table 2

ANOVA ^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 2213.247 | 2 | 1106.623 | 93,688 | ,000 ^b |
| | Residual | 1086.690 | 92 | 11,812 | | |
| | Total | 3299.937 | 94 | | | |

- a. Dependent Variable: Y
- b. Predictors: (Constant), x2, x1

Termination Coefficient

Test coefficient determination used For know the size of the contribution or influence variable independent (organizational culture and work motivation) to variable dependent Employee performance (Y) that is by squaring the correlation coefficient

Table. 3

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | ,819 ^a | ,671 | ,664 | 3,473 |

- a. Predictors: (Constant), x2, x1

Based on the results of **the table 3** above, obtained mark R Square as big as 0.819 Which This means that the organizational culture variables (X₁) and work motivation (X₂) have an influence on the employee performance variable (Y) of **67.1%**, while the remaining **32.9%** is influenced by other variables not examined in this research. The relationship between organizational culture variables and work motivation on employee performance has a **very strong positive influence**, with an r value of **0.819** (in the correlation coefficient interval of **0.80-1.00**)

DISCUSSION

From the results of the tests that have been carried out, the organizational culture variable (X₁) has an influence on the employee performance variable (Y). MSME actors in the Bekasi Hands Up Community (TDA). This is proven by the *t-count* value of **7.627** > *t-table* **1,989** and a sig value of **0.000** < **0.05**, then partially **organizational culture** (X₁) positive and significant **effect on employee performance** (Y) in MSME actors in the Bekasi Hands Up Community (TDA).

From the results testing that has been done done, variable motivation work (X₂) has influence to variable performance employee (Y) on on On Bekasi Hands Up (TDA) Community. This matter proven from mark *t-count mark* **2.188** > *t-table* And sig value **0.000** < **0.05**. So basically partial motivation variable work (X₂) influential positive and significant to performance employee on On Bekasi Hands Up (TDA) Community.

More carry on in study This there is that influence positive And significant between variable culture organization (X₁) And motivation work (X₂) in a way simultaneous to variable

Employee performance (Y) On On Hands Up Community (TDA) Bekasi This is it proven from mark from f- count as big as **as big as 93.688 > f table = 3.09** , and based on mark sig (0.000 < 0.05).

Based on the results of value research R Square as big as 0.671 Which This means that the organizational culture variables (X_1) and work motivation (X_2) have an influence on the employee performance variable (Y) of **67.1%**, while the remaining **32.9%** is influenced by other variables not examined in this research. The relationship between organizational culture and work motivation variables on employee performance has a **very strong positive influence** , with an r value of **0.819** (in the correlation coefficient interval **of 0.80-1.00**)

5. CONCLUSION

In general, the research results can be explained that organizational culture partially influences employee performance, work motivation partially influences employee performance, organizational culture and work motivation together influence the performance of MSME actors in the Bekasi Hands Up Community (TDA).

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