

## The Effect of Organizational Culture on Employee Performance Through the Work Motivation at Head Office of PT. Permodalan Nasional Madani

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### ABSTRACT

This study aims to examine the effect of organizational culture on employee performance through the work motivation of PT. Permodalan Nasional Madani. This study uses a quantitative approach with Structural Equation Modeling (SEM) using the PLS program. and IBM Statistics SPSS 26.0.. All personnel of PT. Permodalan Nasional Madani's head office are the analysis's unit of analysis. 180 people responded for the sample. A questionnaire that was sent online was used as the data gathering method. The findings demonstrated that at the PT. Permodalan Nasional Madani Head Office, work motivation can greatly moderate the impact of organizational culture on employee performance. It is stated that businesses might enhance job motivation, develop a positive company culture, and employee performance

## INTRODUCTION

PT. Permodalan Nasional Madani (PNM) is a state-owned financial institution that was formed as part of the government's dedication to growing, supporting, and keeping MSMEs (Micro, Small, and Medium-Sized Enterprises). In carrying out its business activities, PT PNM can operate based on Sharia principles.

One of the strategic goals carried by the company in realizing the government's commitment: is to improve the company's position and function as a supplier of financing services, management services, and a full range of products and services for the Micro Business sector, Small, Medium, and Cooperatives (UMKMK), as well as direct services to Micro and Small Businesses and/or partners with Rural/Sharia Credit Banks (BPR/S), Financial Services Cooperatives/Sharia (KJK/S), and other institutions.. The existence of the company requires a high level of a worker's performance.

A worker's performance is the outcome of the quality and quantity of work he or she is able to do while carrying out the tasks assigned to him or her (Mangkunegara, 2020). It can be difficult to inspire high performance from staff members. Taking into account the results of the performance reviews (PA) of the staff at the head office of PT. PNM Jakarta in 2022 can be shown in the following figure:

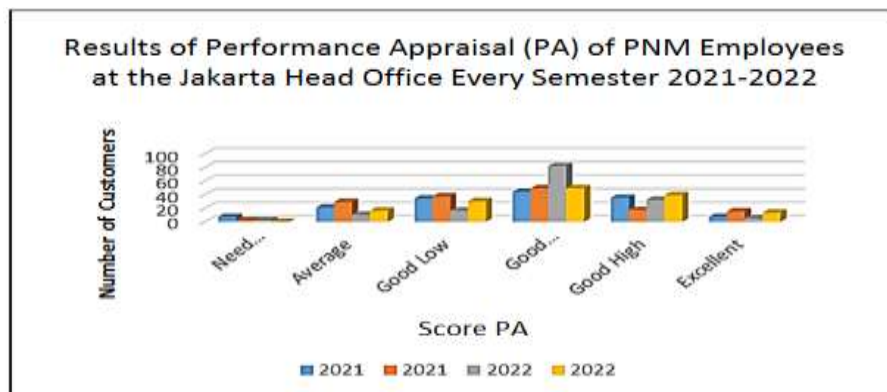


Figure 1. Results of Performance Appraisal (PA) of PNM Employees at the Jakarta Head Office Every Semester 2021-2022  
Source: PNM Jakarta Administration Section, 2023

Figure 1. shows that the performance of employees of PT PNM Pusat Jakarta still has a number of employees who need improvement, as well as need improvement (Average, Good Low). Thus, that employee performance is still less than optimal.

There are several important factors that need to be considered in order to improve employee performance. According to Kasmir (2018), factors that can affect employee performance are: abilities and skills, knowledge, work plans, personality, work motivation, interpersonal communication, leadership, leadership style, work culture, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Based on the factors mentioned above, it is suspected that they are influenced by organizational culture and employee motivation.

Organizational culture is a system of meanings or values shared by all members of the organization (Samsuddin, 2018). Employees who are able to understand the unique characteristics of the organization will behave in accordance with what is expected by the organizational culture.

In the process of developing human resources, of course, it is related to organizational culture in the company, because this connection is a change in values and norms in the company. (Schein, 1992 in Kusdi, 2011) suggests "Organizational learning, development, and planned change cannot be understood without considering culture as a primary source of resistance to change". Organizational transition is carried out to change the norms adopted by HR as a reference for achieving organizational goals. The organizational culture embraced by members refers to a system. This system is the values and norms that form the characteristics that are upheld by the organization (Robbins & Judge, 2018).

The importance of culture in supporting the success of work units according to Newstrom & Davis (2016), culture gives the identity of its employees. Culture is also a source of organizational stability and continuity which provides a sense of security for its employees, and more importantly, culture helps stimulate employees to be enthusiastic about their duties.

A number of studies have shown the effect of work culture on employee performance, as shown in Nurdina's research (2018), Anisya et al. (2021), Indrawati (2019), Aprilia (2019), Giantari & Riana (2017), Kasri (2020), Ihsani & Wijayanto (2020), Kaseger et al. (2021), Surodjo & Astuty (2022), Evi & Tine (2022), Nurcahyo et al. (2022), and Pallawagau (2021). Meanwhile, it is inversely proportional to the studies of Fatiria & Nawawi (2021), Agustin (2020), Anggraini, et al. (2019), Al-Ayyubi (2019) found that organizational culture has no influence on employee performance.

The next Work motivation is a component that is also believed to improve employee performance. In addition to corporate cultural elements, in an effort to enhance employee performance, companies must also pay attention to employee motivation. Work discipline is an important application for a company. Where, all work activities are controlled by rules that must be obeyed by every employee so that they are able to carry out work more optimally. Encouragement from the company, which applies discipline to employees every day, triggers them to be more active and enthusiastic and becomes a major influence on work productivity.

Mangkunegara (2020) defines employee performance as what employees do in quality and quantity to achieve work results, in accordance with the responsibilities bestowed by superiors. Work motivation is a state that inspires others to be capable of carry out tasks according to their function in the organization (Bangun, 2017). Good performance can be seen from the success of an employee in completing his work. In improving employee performance, of course there is a motivation boost from the superiors.

Motivation is very influential because motivation is the cause, so you want to work hard and achieve the expected results (Hasibuan, 2012). As a factor that urges someone to engage in a certain activity, motivation is frequently seen as a motivating factor for behavior (Sutrisno, 2017). Someone who has High levels of workplace motivation will affect an employee's productivity.

Following this theory, a number of studies also show the same results. Research by Agustina (2019), Giantari & Riana (2017), Evi & Tine (2022), Pallawagau (2021), Anisya et al. (2021), and Dewi (2021) found that work motivation has a significant influence on employee performance. However, other studies have yielded different conclusions, such as research by Fudzah (2020) and Agustin (2020) who found that work motivation has no significant effect on employee performance.

Work motivation is corporate culture has an impact as well. utilizing organizational culture to form a strong culture, of course, must be consistent or there is an agreement that is mutually agreed upon by members of the organization. Such a joint agreement will have an impact on building the cohesiveness that the company aims for. The interaction between work motivation and organizational culture will certainly fulfill what is expected by the company to solve the problems faced in the company.

This is the same as Paganda's research (2014) that motivation is positively impacted by organizational culture. the same outcomes were shown by other studies such as research by Evi & Tine (2022), Agustina (2019), and Giantari & Riana (2017) which concluded that Employee motivation is positively impacted by organizational culture, which promotes better relationships between superiors and subordinates, between coworkers, and with management.. However, different results were shown in the research by Anggraini, et al. (2019), Widodo (2017) whose results conclude that organizational culture has no effect on work motivation

Based on these phenomena and research gaps, further research is needed on organizational culture through work motivation on employee performance at the Head Office of PT. Permodalan Nasional Madani. The research aims to test whether work motivation can mediate the influence of organizational culture significantly on employee performance at the Head Office of PT. Permodalan Nasional Madani.

## **LITERATURE REVIEW**

### **Employee Performance**

According to Hasibuan (2017), employee performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time. Meanwhile, according to Mangkunegara (2020) states that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

According to Sedarmayanti (2018) performance is the result of a person's work, an overall management process, where the work results of a person must be shown concrete evidence and can be measured. Performance is a description of the level of achievement of the implementation of an activity program or policy

in realizing the goals, objectives, vision and mission of the organization as outlined in an organization's strategic planning.

According to Gibson (2020) there are three factors that influence performance, namely (1) Individual factors: abilities, skills, family background, work experience, social level and demographics of a person; (2) Psychological factors: perception, role, attitude, personality, motivation and job satisfaction; and (3) organizational factors: organizational structure, job design, leadership, reward system. Meanwhile, according to Kasmir (2018), factors that can affect employee performance are: abilities and skills, knowledge, work plans, personality, work motivation, interpersonal communication, leadership, leadership style, work culture, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Employee performance is measured based on behavioral tendencies on qualitative rather than quantifiable qualitative features. Measurements based on behavior are typically arbitrary, especially when it is assumed that employees can accurately describe effective performance for themselves and for their co-workers. According to Gomes (2018), there are eight indicators that need attention in evaluating employee performance, namely: Work quality, quantity, job knowledge, creativity, cooperation, initiative, dependability, and personal attributes are among the criteria.

Based on the aforementioned assumption, it can be stated that employee performance refers to the quality and quantity of an employee's work in completing duties in the workplace accordance with responsibilities and in accordance with targets or targets that have been determined in advance and agreed upon by the institution and its employees.

### **Organizational Culture**

The concept of organizational culture can be said to be relatively new, having only developed around the early 1980s. This concept, as acknowledged by organizational theorists, was adopted from the concept of culture which had previously developed in the discipline of anthropology. Therefore, the diversity of cultural understandings in the anthropology discipline will also affect the diversity of cultural understandings in the organizational disciplines.

Schein in Ndraha (2018) defines organizational culture as a pattern of basic assumptions that an organization can learn in solving the problems it faces from external self-adjustment and internal integration, has worked well and is considered valuable, therefore it is taught to new members as a way the right way to perceive, think, and feel in relation to the problem. Furthermore, Robbins (2018) reveals that organizational culture refers to a system of shared understanding held by members of an organization, which distinguishes the organization from other organizations. Kreitner and Kinicki in Bangun (2018) say that an organization's culture is a type of implicitly held assumption that shapes how a group feels, thinks, and responds to its diverse surroundings.

Smircich (2003) reveals that understanding organizational culture can be viewed from two perspectives, namely: (1) anthropology; and (2) organizational theory. In scientific studies, it can be done through a structural functional approach, living organism, organizational (corporate) culture. Meanwhile, Deal & Kennedy (in Priansa, 2018) stated that there are five elements that influence organizational culture, namely: business environment, values, heroes, rituals, and cultural networks.

Organizational culture dimensions are not determined arbitrarily but based on empirical studies. These empirical studies usually involve large samples, that is, using several organizations. Robbins & Coulter (in Ganyang, 2018), states that there are 7 (seven) indicators of organizational culture, namely: (1) Innovation and risk taking; (2) Attention to detail; (3) Outcome orientation; (4) People orientation; (5) Team orientation; (6) Aggressiveness; and (7) Stability.

Based on the above conception, Therefore, organizational culture can be defined as a set of meanings or values. shared by all members of the organization.

### **Work Motivation**

Work motivation is a state that motivates others to perform duties in accordance with their role in the organization (Bangun, 2018). Because each motivation has a distinct objective to be attained, work motivation serves as a stimulant of desire and a driving force behind one's willingness to work. (Hasibuan in Sutrisno, 2017). Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior (Sutrisno, 2017).

Robbins & Judge (2018) states that the theory of work motivation is divided into two groups based on the period of development of the concept of work motivation. The two groups of theories are early theories and contemporary theories. Some of the early work motivation theories that developed were: The Hierarchy of Needs Theory, X and Y Theories, ERG Theory, and McClelland's Needs Theory.

Sardiman (2019) revealed that work motivation is divided into 2 (two) indicators, namely intrinsic motivation and extrinsic motivation. Meanwhile, McClelland (in Hasibuan 2019) mentions that there are 3 (three) indicators, three in particular, including the craving for power, affiliation, and achievement.

Based on the idea presented above, it can be said that work motivation is a psychological condition that stimulates a person's desire to engage in specific actions in order to accomplish a goal.

Organizational culture is considered to be one of the elements that positively and significantly affects motivation at work. The workplace will become more inviting and capable of fostering employee motivation the better the relationships between managers and staff, employees and coworkers, and the company's management environment are. The importance of culture in supporting the success of work units according to Newstrom & Davis (2016), culture gives the identity of its employees. Culture is also a source of organizational stability and continuity which provides a sense of security for its employees, and more importantly, culture helps stimulate employees to be enthusiastic about their duties. A number of previous studies, such as that of Guo

et al. (2014) that organizational culture has a positive and significant influence on work motivation.

The following is the research hunch, which is based on some of the aforementioned results of empirical study:

**H1: The Higher the Organizational Culture, the Higher the Work Motivation**

McClelland et al. (In Mangkunegara, 2020) concluded that there is a positive relationship between achievement motivation and achievement. This means that managers who have high achievement motivation tend to have high work performance, and vice versa if those with low performance are possible because of low achievement motivation (Mangkunegara, 2020). Armstrong (in Mangkunegara, 2020) states that an employee who is dissatisfied with his job can be motivated to work even better to improve himself. A number of previous studies, such as research by Agustina (2019), Giantari & Riana (2017), Evi & Tine (2022), Pallawagau (2021), Anisya et al. (2021), and Dewi (2021) found that work motivation has a significant influence on employee performance.

The following is the research hunch, which is based on some of the aforementioned results of empirical study:

**H2: The Higher the Work Motivation, the Higher the Employee's Performance**

Robbins (2018), revealed that a strong organizational culture is needed to improve employee performance. Therefore, every organization needs to establish a strong organizational culture. Organizations need to disseminate its core values to all employees. These values will be attached to every member of the organization, so that this organizational culture will have an impact on the behavior and attitudes of every member of the organization. Kotler and Heskett (in Dahlan, et al., 2020) in their research on an organization with various types of industries in the United States showed that, over time, an organization's culture will help it to perform better. These findings are consistent with other research, including Nurdina's research (2018), Anisya et al. (2021), Indrawati (2019), Aprilia (2019), Giantari & Riana (2017), Kasri (2020), Ihsani and Wijayanto (2020), Kaseger et al. (2021), Surodjo & Astuty (2022), Evi & Tine (2022), Nurcahyo et al. The following is the research hunch, which is based on some of the aforementioned results of empirical study:

**H3: The Higher the Organizational Culture, the Higher the Employee Performance**

Some research results show that the relationship between workplace culture and employee performance can be mediated by work motivation. If both, specifically the company's organizational culture, have strong positive cultural values and are supported by the creation of high employee motivation, then high employee performance will be created. This is in line with research by Agustina (2019) and Giantari & Riana (2017) which concluded that work motivation can mediate the influence of organizational culture on employee performance.

The following is the research hunch, which is based on some of the aforementioned results of empirical study:

**H4: The Higher the Work Motivation in Mediating from the Organizational Culture, the Higher the Employee Performance**

The theoretical framework is the basis for the deductive research we use. It contains logic that is built, explained and elaborated on the relationship between variables that are considered relevant to answering research problems (Ghozali, 2016).

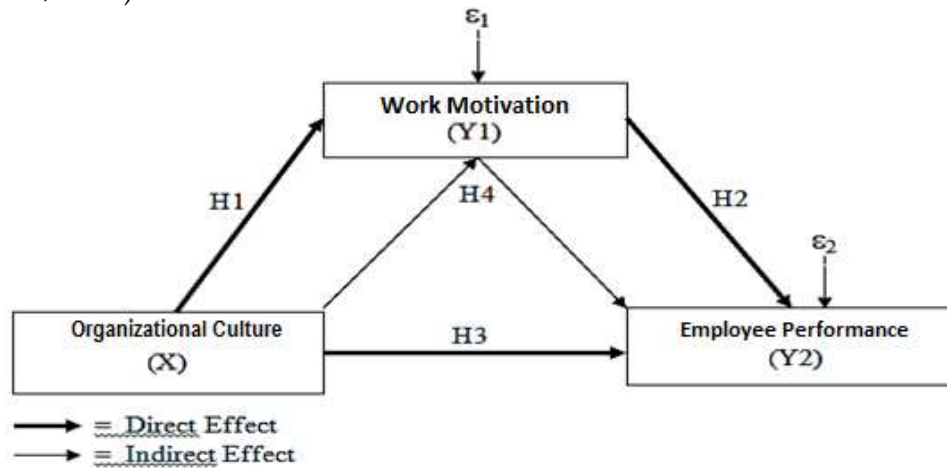


Figure 2. Research Model

**METHODOLOGY**

To examine a number of objective ideas, this study employs a quantitative methodology that entails assessing the relationship between variables (Kusumastuti et al., 2020). This method examines populations and samples in order to test prepared hypotheses.

The goal is to find patterns of relationships or influences between variables on a certain topic, focusing on the impact of independent factors on dependent variables. The study took place in the PT. Permodalan Nasional Madani headquarters, and it took one month to collect the data and another two months to process it.

Employees of PT. Permodalan Nasional Madani's Head Office make up the whole population of this study. 180 employees were given questionnaires, and the researchers got responses from each one of them. Based on the responses provided by the respondents, the researcher processes the data that has been collected.

This study employed survey research, with a questionnaire serving as the primary instrument. The researcher employed the covariance-based data analysis method known as structural equation modeling (SEM), which is also known as variant-based data analysis. While PLS is more of a predictive model, SEM, which is based on covariance, typically evaluates causality or theory. PLS is a strong analytical technique that does not require that the sample size or the premise of data normality be met must be large. Due to PLS's lack of minimum sample size restrictions, small sample research are possible (Hair et al., 2020). This study manages its data using Smart PLS software.



**RESEARCH RESULT**

**Outer Model Analysis Results (Model Measurement)**

The following is the calculation result from the SEM-PLS model:

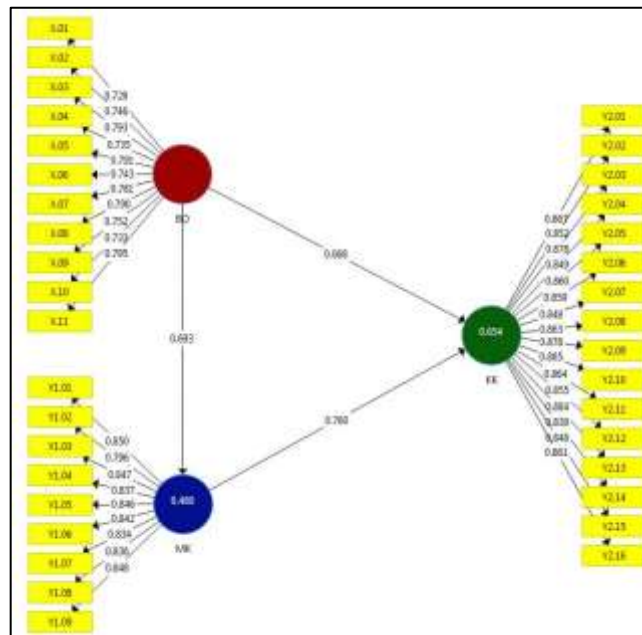


Figure 3. SEM-PLS Model Calculation Results

A construct validity test composed of a (1) convergent validity test and a (2) discriminant test was used to analyze the outer model. The result is that all loading factor values are greater than 0.5. These results are reinforced by AVE values. AVE value > rule of thumbs 0.5.

Table 1. Construct Reliability and Validity (Based Score AVE)

Latent Variable	AVE	Rule of Thumbs	Information
Organizational Culture (X)	0,58	0,5	Support
Work Motivation (Y1)	0,70	0,5	Support
Employee Performance (Y2)	0,74	0,5	Support

The results in Table 1. show that the AVE value of all latent variables is greater than 0.5 so it can be concluded that all indicators can be applied to symbolize the latent variables that each indication produces. The discriminant test comes next. the outcomes of discrimination validity can be seen how far the latent construct really differs from other constructs. A high value of discriminant validity indicates that a construct is unique and able to explain the phenomenon being measured. The discriminant validity test using the Fornell-Larcker Criteria.

Table 2. Discriminant Validity Test Results (*Fornell-Larcker Criterion*)

	<b>Organizational Culture (X)</b>	<b>Work Motivation (Y1)</b>	<b>Employee Performance (Y2)</b>
<b>X</b>	<b>0.763</b>		
<b>Y 1</b>	0.693	<b>0.837</b>	
<b>Y 2</b>	0.594	0.807	<b>0.862</b>

The results of the analysis using the SmartPLS software are shown in Table 2. It is found that the square root value of AVE for each construct is greater than the correlation value between constructs (latent variables) in the model. This indicates that the Fornell-Larcker Criteria model's criterion for discriminant validity are met

### Results of Structural Model Analysis

the following stage of the structural model analysis. Determinant Coefficient (R<sup>2</sup>), Direct Influence Analysis, and Indirect (Mediation) Analysis are all included in this analysis. Analysis of Influence. The R-Square value (R<sup>2</sup>) is a value that describes how much influence On endogenous latent variables, external latent variables have an impact. The R<sup>2</sup> score is is in the range 0 - 1.

Table 3. Value of R<sup>2</sup> (*R-Square*)

<b>Variable</b>	<b>R-Square</b>	<b>R-Square Adjusted</b>	<b>Model Indication</b>
Y1 (Work Motivation)	0,480	0,477	<i>Weak</i>
Y2 (Employee Performance)	0,654	0,650	<i>Moderate</i>

The results are shown in Table 3. The model utilized falls into the weak group according to the R-Square value of 0.480 (higher than 0.25) for the Work Motivation variable (Y1). Thus, in the model of 48.0%, which falls within the weak category, the variable Organizational Culture (X) can explain the Work Motivation (Y1) variable. Additionally, the R-Square value for the Employee Performance variable (Y2) was 0.654 (higher than 0.50), indicating that the model utilized falls into the moderate range. Thus, in the model of 65.4%, which is included in the moderate category, the variables Organizational Culture (X) and Work Motivation (Y1) can explain the variable Employee Performance.

The next analysis is the analysis of Direct Influence Analysis. The following is a Path Diagram of a model that has been previously defined using the SmartPLS software.

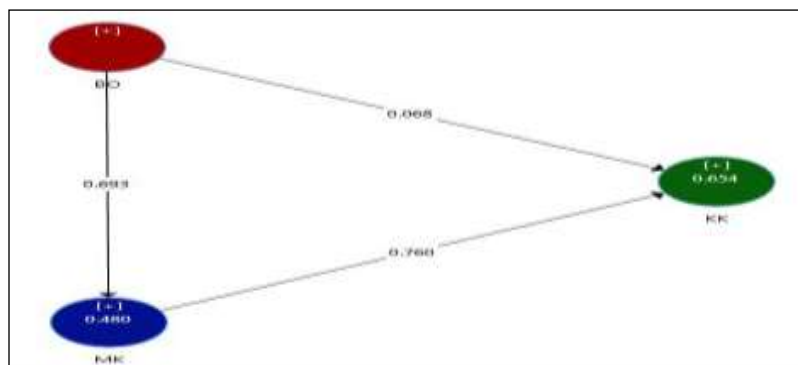


Figure 4. Direct Influence on the Model Path Diagram

The entire route coefficient obtained is positive, as seen in Figure 4. The association between The highest route coefficient value is shown by work motivation (Y1) and staff performance (Y2), with a path coefficient value of 0.7606. A direct correlation of 0.068 between organizational culture (X) and employee performance (Y2) denotes the lowest path coefficient value. The Coefficient of Determination (R<sup>2</sup>) test results demonstrate the robustness of the developed model. Based on the previously created study model, the analysis of direct influence testing using the PLS algorithm yielded the following results:

Table 4. Results of Direct Influence Analysis

<i>Path</i>	<b>Original Sample (<i>Path</i>)</b>	<b>T-Statistics</b>	<b>P-Values</b>	<b>Decision</b>
<b>BO -&gt; MK</b>	0,693	10,788	0,000	Positif
<b>BO -&gt; KK</b>	0,068	1,949	0,052	Positif
<b>MK -&gt; KK</b>	0,760	13,294	0,000	Positif

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

Based on Table 4. All routes reveal a good correlation. In other words, the link between endogenous and exogenous latent variables is acceptable and positive (unidirectional).

The investigation of indirect effects based on the Path Diagram model comes next that has been previously determined using the SmartPLS software.

Table 5. Results of Indirect Influence Analysis

<i>Path</i>	<b>Original Sample (<i>Path</i>)</b>	<b>T-Statistics</b>	<b>P-Values</b>	<b>Decision</b>
<b>BO -&gt; MK -&gt; KK</b>	0,525	9,188	0,000	Positif

Based on Table 5. above, The detour reveals a favorable association. In other words, there is a positive (unidirectional) link between external latent variables and endogenous latent variables.

## **DISCUSSION**

### **The Influence of Organizational Culture on Work Motivation**

Organizational culture has a large impact on staff motivation at PT Permodalan Nasional Madani's head office, as evidenced by the p-value of 0.000 and the t-count value of 10.788. The p-value is under 0.05, indicating that business culture significantly and favorably affects employee motivation.

The SmartPLS software test findings demonstrate that employee motivation at the PT. Permodalan Nasional Madani Head Office is correlated with organizational culture. This finding is consistent with a number of earlier studies (Evi & Tine, 2022; Agustina, 2019; Giantari & Riana, 2017) that found a relationship between corporate culture and job motivation.

The outcomes of these tests show that organizational culture is very important for the company. Organizational culture is thought to be one of the factors that has a positive and significant effect on work motivation. The workplace will become more inviting and capable of fostering employee motivation the better the relationships between managers and staff, employees and coworkers, and the company's management environment are. According to Newstrom & Davis (2016), culture gives the identity of its employees. Organizational culture is also a source of organizational stability and continuity which provides a sense of security for its employees, and more importantly, culture helps stimulate employees to be enthusiastic about their duties.

### **Effect of Work Motivation on Employee Performance**

Work motivation has a significant effect on employee performance at the Head Office of PT. The 13.294 t-count value from Permodalan Nasional Madani had a 0.000 p-value. The fact that the p-value is less than 0.05 indicates that there is a significant and favorable association between employee performance and job satisfaction. motivation.

The test findings using the SmartPLS software demonstrate that staff performance at the PT. Permodalan Nasional Madani Head Office increases with work motivation. This finding is consistent with a number of earlier investigations by academics who found that there is an influence of work motivation on employee performance (Agustina, 2019; Giantari & Riana, 2017; Evi & Tine, 2022; Pallawagau, 2021; Anisya et al., 2021; and Goddess, 2021).

The results of these tests indicate that work motivation contributes to a number of crucial aspects such as the creation of employee performance. Armstrong (in Mangkunegara, 2020) states that An employee who is unhappy in his position may be inspired to work harder to advance himself. As a result, he has a strong sense of responsibility and job satisfaction, which fuels his drive to work hard and give his all to his work. The significance of work motivation requires company leaders to be sensitive to the interests of employees. Company leaders approach not only employees but also their families and the environment, so the company knows what motivates employees to work. Proper and good motivation can increase and

foster employee job satisfaction, because with the appropriate salary or wages for employees, high employee performance will be achieved..

### **The Influence of Organizational Culture on Employee Performance**

Organizational culture has no effect on employee performance at the Head Office of PT. Permodalan Nasional Madani a p-value of 0.052 and a t-value of 1.949. The p-value is higher than the 0.05 threshold of significance, showing there is no connection between employee performance and work motivation.

The test results utilizing the SmartPLS software demonstrate that, at the PT. Permodalan Nasional Madani Head Office, a higher organizational culture has less of an effect on employee performance. This finding contrasts with a number of studies carried out by earlier academics, which came to the conclusion that organizational culture has an impact on employee performance. (Nurdina, 2018; Anisya et al., 2021; Indrawati, 2019; Aprilia, 2019; Giantari & Riana, 2017; Kasri, 2020 ; Ihsani & Wijayanto, 2020; Kaseger et al., 2021; Surodjo & Astuty, 2022; Evi & Tine, 2022; Nurcahyo et al., 2022; Pallawagau, 2021; and Anisya et al., 2021).

The findings of this experiment do not support Robbins' (2018) hypothesis that a strong organizational culture is needed to improve employee performance. Therefore, every organization needs to establish a strong organizational culture. Organizations need to disseminate its core values to all employees. These values will be attached to every member of the organization, so that this organizational culture will have an impact on the behavior and attitudes of every member of the organization.

### **The Effect of Work Motivation in Mediating the Effects of Organizational Culture on Employee Performance**

A p-value of 0.000 and a t-value of 9.188 indicate that work motivation at the head office of PT. Permodalan Nasional Madani mediates the impact of organizational culture on employee performance. The p-value is below the significance level of 0.05, indicating that the study is significant motivation can act as a buffer between company culture and employee performance.

The outcomes of experiments utilizing the SmartPLS software demonstrate that employees at the PT. Permodalan Nasional Madani Head Office perform better the more work motivation they receive from the organizational culture. This finding is consistent with a number of studies undertaken by earlier researchers, which (Agustina, 2019; Giantari & Riana, 2017) found that business culture affects employee performance.

The results of these experiments demonstrate how a strong organizational culture inside a business can influence employee performance and job motivation. Work motivation and organizational culture both affect how well employees perform. Consequently, if both of them, specifically the organizational culture in the company, have strong positive cultural values and are supported by the creation of high employee motivation, then high employee performance will be created.

## **CONCLUSION AND RECOMMENDATION**

Based on the results of the research and discussion that have been stated previously, it can be concluded that organizational culture has a significant effect on work motivation at the Head Office of PT. Permodalan Nasional Madani. This suggests that better organizational culture results in higher work motivation. At the PT Head Office, work motivation significantly affects employees' performance.. Permodalan Nasional Madani I. This indicates that the higher the work motivation, the higher the employee performance. Organizational culture has no effect on employee performance at the Head Office of PT. Permodalan Nasional Madani. This indicates that the higher the organizational culture, the less impact on employee performance. Work motivation can mediate the influence of organizational culture significantly on employee performance at the Head Office of PT. Permodalan Nasional Madani. This indicates that employee performance is influenced by work motivation, which is mediated by corporate culture.

According to the findings of the study, corporate culture has an impact on employee performance that is moderated by job motivation. In terms of improving the organizational culture of PT. Permodalan Nasional Madani's employees. PT. Permodalan Nasional Madani should improve responsiveness to what is expected of its employees. Head Office of PT. Permodalan Nasional Madani should be able to create a culture of taking risks in its employees. This can be done by providing the widest possible opportunity without limiting the work creativity shown by its employees. Also creates a competitive organizational culture. This can be realized by giving awards to employees who excel. Then, to increase work motivation so that it is better in performance, the Head Office of PT. Permodalan Nasional Madani provides various motivations in the form of giving rewards to employees for achievement, so that employees are more enthusiastic about getting them. Companies should also encourage employees to get used to working in teams. This can be done by creating working groups. Furthermore, in terms of improving the effectiveness of its personnel, PT. Permodalan Nasional Mandiri's head office provides an opportunity for employees to increase their knowledge, namely by providing school scholarships or holding regular training for its employees.

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