

The Influence of Work Motivation and Organizational Culture on the Performance of Sales Department Employees at PT. Arista Mitra Lestari, Soekarno Hatta Branch, Bandung

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ABSTRACT

The operational context of PT Arista Mitra Lestari's Soekarno Hatta Branch in Bandung provides the foundation for this study, specifically addressing symptoms of workforce stagnation such as an upswing in missed workdays and late arrivals, a diminished proportion of staff achieving "good" and "very good" performance evaluations, and gaps in cultural value adherence. Utilizing a mixed-method data collection strategy involving questionnaires, interviews, observations, and documentation, the study gathered information from a total of 35 sales department personnel and 1 supervisor. Analytical procedures were conducted using SPSS version 25 to run a multiple linear regression model. The empirical outcomes reveal that employee performance is positively shaped by work motivation and organizational culture, both independently and concurrently. Furthermore, the high explanatory power of these variables is reflected in a coefficient of determination reaching 74%, indicating that strategically boosting motivation and cultural consistency serves as an effective mechanism for performance enhancement.

INTRODUCTION

The increasingly competitive business environment is driving companies to develop a sustainable competitive advantage. In response to these conditions, human resources (HR) have become a strategic asset for companies to remain competitive and achieve organizational success. Effective HR management enables companies to increase productivity, adapt to changes in the business environment, and maintain competitiveness amid increasingly dynamic competition (Dessler, 2017). Therefore, companies need to ensure that every employee is capable of delivering optimal performance in line with established targets and standards.

PT Arista Mitra Lestari is a company engaged in the distribution and sale of motor vehicles and is part of the Arista Group. The automotive industry currently faces increasingly intense competition coupled with fluctuations in market demand. A comparative analysis of national automotive data reveals that total car sales throughout Indonesia contracted in 2025 relative to the preceding year, according to official reports compiled by the Association of Indonesian Automotive Industries (GAIKINDO). These conditions require the company to increase productivity while maintaining the quality of customer service in order to achieve its established targets (GAIKINDO, 2025).

Navigating competitive business landscapes relies heavily on workforce performance, given its direct correlation with corporate success in meeting institutional targets. Defining this concept, Mangkunegara (2017) characterizes performance as the quality and quantity of work accomplished relative to designated responsibilities, whereas Prasetyo and Isnawati (2022) view it as employment output that aligns with predefined organizational standards. Below is the presentation of employee performance evaluation data specifically utilized to assess the sales division.

Table 1. Employee Performance Evaluation Data for the *Sales* Department of PT. Arista Mitra Lestari, Soekarno Hatta Branch, Bandung, for the Years 2024–2025

Year	Rating				
	Very Poor	Poor	Fair	Good	Very Good
2024	9	5	7	7	8
2025	10	6	8	6	6

Source: Archive of Employee Performance Evaluations at PT. Arista Mitra Lestari, Soekarno Hatta Branch, Bandung, Re-processed, 2026

Based on Table 1, it is evident that the performance evaluation of the Sales Department at PT Arista Mitra Lestari's Soekarno Hatta Branch in Bandung City declined in 2025 compared to the previous year. The number of employees receiving "good" and "very good" ratings decreased from 15 to 12, while the number of employees receiving "fair," "poor," and "very poor" ratings increased from 21 to 24. These data indicate that an increasing number of employees are unable to meet the minimum performance standards set by the company, which expects every employee to achieve a "good" performance rating. This situation indicates a gap between the performance standards expected by the company

and the actual performance of some employees. If this situation persists, work productivity and the company's sales targets are likely to decline. Therefore, the company needs to identify the various factors affecting performance to develop appropriate strategies for improving employee performance.

Operating as an internal or external impetus that drives personnel to channel their competencies and energy toward corporate objectives (Ghaissani & Mulyana, 2026), work motivation typically manifests as elevated enthusiasm, discipline, and accountability among engaged staff members. Because of this dynamic, work motivation emerges as a core variable suspected of shaping workforce efficiency. Empirical validation for this relationship is provided by Sinaga et al. (2025), whose findings indicate that heightened motivational levels correspond directly with productivity gains, rendering it an indispensable factor for companies aiming to optimize staff performance. Conversely, low work motivation can be reflected in declining discipline and commitment to work. Aisyah (2021) explains that employee performance will be more effective when supported by strong work motivation.

Based on interviews with the *sales department supervisor*, absenteeism and tardiness rates during 2024–2025 remained quite high. This situation is evident from the fact that some employees still arrive after the company's designated working hours, and some even fail to show up without providing an explanation.

Table 2. Data on Absenteeism and Tardiness Among *Sales Department* Employees at PT. Arista Mitra Lestari, Soekarno Hatta Branch, Bandung, for the Years 2024–2025

Month	Absences		Late	
	2024	2025	2024	2025
January	15	22	16	18
February	13	17	12	15
March	16	19	11	13
April	12	16	13	17
May	18	20	16	20
June	20	24	17	23
July	14	15	20	27
August	19	19	24	25
September	17	23	26	25
October	22	24	10	12
November	15	20	15	16
December	24	27	19	24
TOTAL	205	246	199	235

Source: Re-processed Employee Attendance Records for the *Sales Department* of PT. Arista Mitra Lestari, Soekarno Hatta Branch, Bandung, 2026

Table 2 shows that the number of absences increased from 205 incidents in 2024 to 246 incidents in 2025. There was also an increase in the number of late arrivals, from 199 incidents to 235 incidents. The high rates of absenteeism and

tardiness indicate that attendance discipline and punctuality still need to be improved. These conditions not only have the potential to disrupt the company's operational smoothness but can also affect the achievement of sales targets. Confirming the positive relationship between work motivation and performance outcomes demonstrated by Sinaga et al. (2025), current operational symptoms suggest a deficiency in staff drive regarding daily duties and responsibilities. Consequently, implementing targeted initiatives to elevate work motivation stands out as an essential measure for corporate leadership seeking to optimize workforce productivity.

Defined as a framework of collective values and interpretations upheld by members to set one enterprise apart from another (Robbins & Judge, 2017), organizational culture is likewise considered a vital determinant shaping the caliber of staff productivity, alongside work motivation. An organizational culture that is consistently implemented has a significant impact on improving employee performance (Marwansyah, 2019). Based on interviews with *the Sales Department Supervisor*, the implementation of several organizational culture values at PT Arista Mitra Lestari has not yet been optimal. Some corporate values have not been consistently applied by all employees, raising concerns that this may affect the effectiveness of work performance.

Table 3. Implementation of Organizational Culture at PT Arista Mitra Lestari, Soekarno-Hatta Branch, Bandung

No	Value	Definition	Category
1	<i>Treat Customers</i>	Providing the best technology-based service to customers	Already implemented but needs improvement
2	<i>Reach for the Stars</i>	Prioritizing the common good in building teamwork	Not yet implemented on a regular basis
3	<i>Uncompromised Integrity</i>	Performing work with full commitment, honesty, and discipline	Not yet implemented consistently
4	<i>Servant Leadership</i>	Demonstrates a spirit of service, care, and mutual professional respect	Has been implemented well
5	<i>Team First, Individuals Second</i>	Prioritizing the common good in building teamwork	Not yet implemented optimally

Source: Interview with *the Sales Supervisor* at PT. Arista Mitra Lestari's Soekarno Hatta Branch in Bandung, 2026

Based on Table 3, it is evident that *the values of "Treat Customers" and "Servant Leadership"* have been implemented fairly well, whereas the values of *"Reach for the Stars," "Uncompromised Integrity," and "Team First, Individuals Second"* have not yet been fully implemented. This situation indicates that the

organization's cultural values have not yet been fully internalized in employees' work behavior. If this situation is allowed to continue, the effectiveness of work performance and the achievement of company targets may be affected. Robbins and Judge (2017) explain that organizational culture is a shared system of values that serves as a guide for organizational members' behavior. Marwansyah (2019) also states that an organizational culture consistently applied can improve employee performance. Empirical documentation presented by Mutiara and Ali (2024) reveals that organizational culture contributes a favorable effect to workforce productivity, a conclusion further corroborated by Melinda et al. (2025), whose research similarly demonstrates that corporate culture positively enhances employee performance.

Building upon prior investigations by Muhammad (2025) and Budianto and Sudarman (2024), which collectively demonstrate that employee performance is governed by work motivation and organizational culture, this current study examines these dynamics within a specific enterprise setting. The primary objective is to analyze the influence exerted by work motivation and organizational culture on the operational efficiency of sales personnel at the Soekarno Hatta Branch of PT Arista Mitra Lestari in Bandung. Phenomena observed in the field—such as declining employee performance ratings, rising rates of absenteeism and tardiness, and the suboptimal implementation of organizational culture—highlight the importance of conducting this study. Therefore, the study titled “The Influence of Work Motivation and Organizational Culture on Employee Performance in the Sales Department at PT Arista Mitra Lestari's Soekarno Hatta Branch in Bandung” was conducted to obtain empirical evidence regarding the influence of work motivation and organizational culture on employee performance, both partially and simultaneously.

THEORITICAL REVIEW

Work Motivation

Characterized by Hasibuan (2020:143) as an internal catalyst that fosters workplace enthusiasm and empowers staff to collaborate synergistically toward collective fulfillment, work motivation also serves, according to Sedarmayanti (2017:154), as the driving energy that compels individuals into action and elevates job vigor. Conceptually, this force stems from internal or external impulses designed to stimulate operational zeal and guide personnel toward organizational targets. Consequently, staff members exhibiting elevated motivational levels frequently display superior enthusiasm, accountability, and target commitment, which ultimately translates into enhanced performance outcomes.

According to Aisyah (2021), employee performance will be effective if supported by work motivation. Prior empirical investigations by Sinaga et al. (2025) confirm that employee performance benefits from a positive effect driven by work motivation. To assess this variable within the scope of the current study, the analytical framework draws upon McClelland's needs theory referenced in Sutrisno (2017), which breaks down motivational drivers into the specific components of achievement, affiliation, and power.

H1: Work motivation has a positive effect on the performance of employees in the Sales Department at PT. Arista Mitra Lestari, Soekarno Hatta Branch, Bandung.

Organizational Culture

Differentiating enterprises through distinct systems of collective meaning embraced across the workforce (Robbins and Judge, 2017:355), organizational culture consists of integrated values, beliefs, and operational norms that serve as foundational frameworks for professional conduct and work performance. According to Marwansyah (2019), organizational culture also serves as a mechanism that helps organizations address external challenges while strengthening internal integration. Grounded in the seven cultural dimensions outlined by Robbins and Judge (2017:355) comprising innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability this study examines institutional culture. When successfully executed, corporate culture actively molds professional conduct, fostering higher levels of discipline, accountability, and institutional goal alignment among staff members (Marwansyah, 2019, p. 187). Further validation of this dynamic is provided by Mutiara and Ali (2024), whose empirical findings confirm that workforce performance is positively impacted by organizational culture.

H2: Organizational culture has a positive effect on the performance of employees in the Sales Department at PT. Arista Mitra Lestari's Soekarno Hatta Branch in Bandung.

Employee Performance

Defined by Mangkunegara (2017:67) as the qualitative and quantitative employment outcomes accomplished by staff members while fulfilling their designated duties, employee performance broadly encompasses the results achieved by individuals as they execute daily tasks and responsibilities in alignment with institutional benchmarks. An employee's performance level reflects their ability to complete their work effectively, thereby contributing to the achievement of the company's goals. In this study, employee performance was measured using the indicators proposed by Mangkunegara (2017:75), namely work quality, work quantity, task execution, and responsibility. Work motivation and organizational culture represent key determinants known to shape workforce productivity, as noted in the theoretical framework established by Mangkunegara (2017:67). Employees who possess high work motivation and are supported by a positive organizational culture tend to work more effectively and achieve optimal work results. The extent to which workforce productivity is impacted by work motivation and corporate culture is further demonstrated through the findings of Budianto and Sudarman (2024).

H3: Work motivation and organizational culture influence the performance of sales department employees at PT. Arista Mitra Lestari's Soekarno Hatta Branch in Bandung.

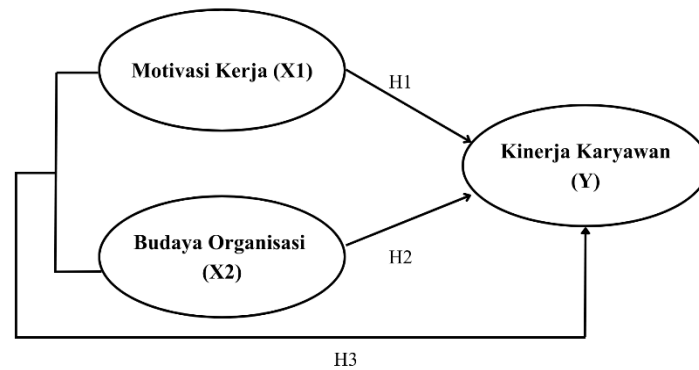


Figure 1. Research Paradigm: The Influence of Work Motivation and Organizational Culture on the Performance of *Sales* Department Employees at PT. Arista Mitra Lestari, Soekarno Hatta Branch, Bandung

METHODOLOGY

The research design relies on a quantitative approach incorporating both descriptive and associative frameworks. Specifically, descriptive analytics are utilized to profile the operational state of each variable under examination, whereas associative models are deployed to investigate the correlations and effects operating among them. Based on the positivist paradigm as described by Sugiyono (2023), this study was conducted through structured data collection using a pre-designed research instrument, followed by statistical analysis to test the formulated hypotheses. Processing of empirical data was executed via IBM SPSS Statistics version 25, incorporating a comprehensive series of analytical stages consisting of validity tests, reliability assessments, classical assumption evaluations, determination coefficient measurements (R^2), and hypothesis verification using t-tests and F-tests. These procedures were designed to evaluate the partial and simultaneous impacts of work motivation and organizational culture on employee performance. Methodologically, the target population comprised 35 sales department personnel alongside 1 supervisor from PT Arista Mitra Lestari's Soekarno Hatta Branch in Bandung, evaluated through a multiple linear regression model.

Table 4. Research Variables and Indicators

No	Variable	Indicator
1	Work Motivation (X1)	According to Sutrisno (2017:128) a. Need for achievement b. Need for affiliation c. Need for power
2	Organizational Culture (X2)	According to Robbins & Judge (2017:355) a. Innovation and decision-making b. Attention to detail c. Results-Oriented d. People orientation

		e. Team orientation f. Aggressiveness g. Stability
3	Employee Performance (Y)	According to Mangkunegara (2017:75) a. Work Quality b. Work Quantity c. Task Execution d. Responsibility

In data collection, this assessment employed a modified semantic differential scale with rating gradations ranging from 1 (very negative) to 5 (very positive), which had been adapted to the attributes of each variable (Wati & Abdurahman, 2025). The quantitative data obtained were then classified based on the following interval criteria:

Table 5. Criteria for Respondents' Attitudes Regarding the Variables of Work Motivation, Organizational Culture, and Employee Performance

Interval	Work Motivation	Organizational Culture	Employee Performance
4.21 – 5.00	Very Low	Very Weak	Very Insufficient
3.41–4.20	Low	Weak	Insufficient
2.61–3.40	Moderate	Moderate	Fair
1.81 – 2.60	High	Strong	Good
1.00–1.80	Very High	Very Strong	Very Good

The coefficient of determination is used to measure the extent to which the independent variables—namely, work motivation (X_1) and organizational culture (X_2)—contribute to the dependent variable, namely employee performance (Y). The classification of R^2 values is based on the criteria proposed by Fitrianingsih & Budiansyah (2019).

Table 6. Guidelines for Interpreting the Coefficient of Determination

Coefficient Interval	Level of Influence
$\leq 4.99\%$	Very Low Influence
5% – 16.99%	Low but Definite Impact
17%–49.99%	Quite Significant Impact
50%–80.99%	High/Strong Impact
$\geq 81\%$	Extremely High Impact

Source: Fitrianingsih & Budiansyah (2019)

RESULTS

The measurement tool deployed for data collection demonstrated full capacity to evaluate its intended variables, as indicated by product-moment correlation results where every calculated r-item exceeded the required r-table benchmark of 0.2785, thereby confirming the overall validity of the questionnaire items.

Table 7. Validity Test Results

Variable	Statement	Calculated R	Table R	Notes
Work Motivation (X1)	X1.1	0.780	0.2785	Valid
	X1.2	0.750	0.2785	Valid
	X1.3	0.668	0.2785	Valid
	X1.4	0.760	0.2785	Valid
	X1.5	0.813	0.2785	Valid
	X1.6	0.679	0.2785	Valid
Organizational Culture (X2)	X2.1	0.549	0.2785	Valid
	X2.2	0.719	0.2785	Valid
	X2.3	0.657	0.2785	Valid
	X2.4	0.688	0.2785	Valid
	X2.5	0.732	0.2785	Valid
	X2.6	0.774	0.2785	Valid
	X2.7	0.640	0.2785	Valid
	X2.8	0.589	0.2785	Valid
	X2.9	0.883	0.2785	Valid
	X2.10	0.800	0.2785	Valid
	X2.11	0.730	0.2785	Valid
	X2.12	0.812	0.2785	Valid
	X2.13	0.802	0.2785	Valid
	X2.14	0.650	0.2785	Valid
Employee Performance (Y)	Y1	0.785	0.2785	Valid
	Y2	0.778	0.2785	Valid
	Y3	0.781	0.2785	Valid
	Y4	0.829	0.2785	Valid
	Y5	0.813	0.2785	Valid
	Y6	0.698	0.2785	Valid
	Y7	0.692	0.2785	Valid
	Y8	0.799	0.2785	Valid

Next, to test the reliability of the questionnaire, one can compare the *Cronbach's Alpha* values in the *Reliability Statistics* table with the critical value (rtabel). If all *Cronbach's Alpha* values are greater than the critical value (0.60), then all items for each variable are considered reliable.

Table 8. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Standard Value	Description
Work Motivation	0.838	6	0.6	Reliability
Organizational Culture	0.926	14	0.6	Reliability
Employee Performance	0.903	8	0.6	Reliability

Table 9. Total Average Responses of Respondents to Statements Regarding the Work Motivation Variable

Sub-Variable	Total Average	Criteria
Need for Achievement	3.64	High
Need for Affiliation	3.35	Moderate
Need for Power	2.88	Moderate
TOTAL AVERAGE	$3.64 + 3.35 + 2.88 = 9.87 / 3 = 3.29$	
CRITERIA FOR WORK MOTIVATION	Moderate	

Based on Table 9, the total average for the work motivation variable is 3.29, which falls within the moderate range. The highest sub-variable is the need for achievement at 3.64, while the lowest is the need for power at 2.88. These results indicate that employees are more motivated to achieve work performance than to obtain greater responsibility or higher career advancement. This condition indicates that the drive to achieve is stronger than the drive to gain power. The low need for power suggests that the desire to influence others has not yet become a dominant motivator.

Table 10. Total Average of Respondents' Responses to Statements Regarding Organizational Culture Variables

Sub-Variable	Total Average	Criteria
Innovation and Risk-Taking	3.50	High
Attention to Detail	3.44	Thorough
Results-Oriented	3.50	Strong
People Orientation	3.44	Open
Team Orientation	3.25	Moderate
Aggressiveness	3.21	Moderate
Stability	3.07	Moderate
AVERAGE TOTAL	$3.50 + 3.44 + 3.50 + 3.44 + 3.25 + 3.21 + 3.07 = 23.41 / 7 = 3.34$	
ORGANIZATIONAL CULTURE CRITERIA	Moderate	

Based on Table 10, the organizational culture variable, as indicated by respondents' responses, falls into the moderate category with an average total score of 3.34. The highest-scoring sub-variables are innovation and risk-taking, as well as results orientation, at 3.50, while the lowest-scoring sub-variable is stability at 3.07. These results indicate that the organizational culture has sufficiently encouraged employees to be results-oriented and adapt to change; however, consistency in adhering to work standards and rules still needs improvement. This situation suggests that the implementation of organizational culture within the Sales Department is not yet fully uniform, as there are still differences in the level of implementation across each measured aspect of organizational culture.

Table 11. Total Average of Respondents' Responses to Statements Regarding Employee Performance Variables

Sub-Variable	Total Average	Criteria
Work Quality	2.96	Fair
Work Quantity	3.00	Fair
Task Execution	3.07	Fair
Responsibility	3.03	Fair
AVERAGE TOTAL	$2.96 + 3.00 + 3.07 + 3.03 = 12.06 / 4 = 3.01$	
EMPLOYEE PERFORMANCE CRITERIA	Fair	

Based on Table 11, the employee performance variable, as indicated by respondents' responses, falls within the "satisfactory" category with an average total score of 3.01. The highest sub-variable is task execution at 3.07, while the lowest is work quality at 2.96. These results indicate that employees have been able to carry out their duties and fulfill their job responsibilities; however, their ability to produce work that meets company standards still needs improvement. This situation indicates that employee performance is still not optimal across all measured aspects of particularly in producing work that meets the expected quality standards.

Table 12. Results of the Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.058	2,364		4,254	,000
Work Motivation	.221	.091	.218	2,430	.021
Organizational Culture	.338	.038	.801	8,925	,000

a. Dependent Variable: Employee Performance

Based on data processing using multiple linear regression analysis as presented in Table 12, the following regression equation model was obtained:

$$Y = 10.058 + 0.221 X_1 + 0.338 X_2$$

Based on this multiple linear regression equation, the following interpretation can be made:

1. The regression analysis confirms a constructive directional impact for work motivation (coefficient = +0.221), implying that a rise in staff motivation directly elevates employee performance.
2. Strengthening corporate culture yields a higher positive coefficient (0.338), confirming that improvements in organizational culture likewise result in enhanced performance outcomes.

Table 13. Results of the Coefficient of Determination Test

Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate
1	.860 ^a	.740	.725	2.544

Evaluated through SPSS version 25, the coefficient of determination yields an R² of 0.740, reflecting a substantial and robust relationship. Specifically, this outcome reveals that simultaneous variations in employee performance are driven up to 74% by corporate culture and work motivation, with the residual 26% stemming from unobserved factors outside the parameters of the research framework.

Table 14. Results of the Partial Test (t-Test)

Variable	t _{count}	t _{table}	Sig.	Prob.	Notes
X ₁	2.430	1.691	0.021	0.05	Significant
X ₂	8.925	1.691	0.000	0.05	Significant

Both examined predictors exert a significant positive influence on employee performance. Specifically, work motivation records a calculated t-value of 2.430 versus a critical 1.691 at a 0.021 significance level (< 0.05), while organizational culture achieves an even higher t-statistic of 8.925 compared to the 1.691 critical limit, backed by a significance level of 0.000. These results indicate that both independent variables are capable of partially influencing the employee performance variable; therefore, improvements in each variable can contribute to an improvement in employee performance.

Table 15. Results of the Simultaneous Test (F-Test)

Variable	F _{calculated}	F _{table}	Sig.	Prob.	Notes
Work Motivation and Organizational Culture on	47.030	3.28	0.000	0.05	Significant

Variable	F _{calculated}	F _{table}	Sig.	Prob.	Notes
Employee Performance					

Cultivating higher work motivation alongside a robust corporate culture actively drives collective improvements in workforce productivity, an outcome confirmed by F-test results processed through SPSS version 25. Specifically, the statistical evaluation demonstrates that H0 is rejected while H1 is accepted, given that the computed F-statistic of 47.030 surpasses the critical 3.28 benchmark at a significance level of 0.000 (< 0.05), thereby proving the simultaneous impact of these variables on the sales personnel at PT Arista Mitra Lestari's Soekarno Hatta Branch in Bandung.

DISCUSSION

The Effect of Work Motivation on Employee Performance

The research results show that work motivation has a positive effect on the performance of employees in the *Sales* Department of PT Arista Mitra Lestari's Soekarno Hatta Branch in Bandung. This indicates that an increase in work motivation will be followed by an improvement in employee performance. Employees with a drive to achieve tend to strive for better work results, while the need for affiliation and power also encourages employees to collaborate and fulfill their responsibilities optimally, thereby enabling them to produce better performance.

These findings align with McClelland's theory of needs, which states that motivation is a driving factor for individuals to achieve success, build good working relationships, and assume greater responsibilities. These conditions can boost work enthusiasm and commitment, thereby leading to improved performance. The positive impact of work motivation on employee performance observed in this study is corroborated by earlier investigations undertaken by Darussalam and Abdurahman (2025), confirming the consistency of these empirical results.

The Influence of Organizational Culture on Employee Performance

The research results indicate that organizational culture has a positive influence on the performance of employees in the *Sales* Department of PT Arista Mitra Lestari's Soekarno Hatta Branch in Bandung. Effective deployment of corporate culture serves as a catalyst, indicating that higher standards of workforce performance are achieved through better cultural implementation. Employees accustomed to a culture of innovation and results-orientation tend to be able to achieve their work targets optimally, while attention to detail, teamwork, assertiveness, and stability help employees complete tasks more effectively, consistently, and in line with the company's objectives.

These findings align with the views of Robbins and Judge, who state that organizational culture serves as a behavioral guideline for organizational members in performing their work. An organizational culture implemented consistently can enhance commitment, cooperation, and the quality of work outcomes.

Corroborating findings documented in earlier literature, the conclusions of this research mirror those of Indah and Romi (2025), which similarly established that employee performance is positively impacted by organizational culture.

The Influence of Work Motivation and Organizational Culture on Employee Performance

The results of this study show that work motivation and organizational culture influence the performance of employees in the *Sales* Department of PT Arista Mitra Lestari's Soekarno Hatta Branch in Bandung. These findings indicate that employee performance will improve if the company is able to foster work motivation while simultaneously implementing a positive organizational culture.

Theoretically, work motivation acts as a driving factor for individual behavior, while organizational culture serves as a guideline for performing tasks and interacting in the work environment. The synergy between these two factors can create a conducive work environment, thereby improving employee performance. Aligning with the research conducted by Permana and Prabowo (2024), the current analysis further confirms that when combined, work motivation and organizational culture exert a concurrent and significant influence on overall employee productivity.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that work motivation falls into the moderate category, with the sub-variable "need for achievement" rated high; "need for affiliation" rated moderate; and "need for power" rated moderate. Furthermore, organizational culture falls into the moderate category, with the subvariables of innovation and risk-taking rated high; attention to detail rated thorough; results orientation rated strong; people orientation rated open; and team orientation, assertiveness, and stability each rated moderate. Meanwhile, employee performance falls into the "adequate" category, with the sub-variables of work quality, work quantity, task execution, and responsibility all falling into the "adequate" category. Demonstrating a high degree of impact, the empirical findings confirm that work motivation and organizational culture exert both partial and simultaneous positive effects on employee performance. Consequently, these results highlight that elevating staff motivation alongside refining cultural practices directly drives continuous improvements in workforce productivity.

Based on the research results, companies are advised to boost work motivation by providing career development opportunities, a clear promotion system, and performance-based rewards. Additionally, companies need to strengthen the implementation of organizational culture through consistent enforcement of work standards and periodic evaluations. These efforts are expected to improve the quality of employees' work so that the company's goals can be achieved more effectively.

FURTHER STUDY

Future research is recommended to develop a research model by adding other variables that, both theoretically and empirically, have the potential to

influence employee performance, thereby providing a more comprehensive understanding of the factors affecting performance. Additionally, research can be conducted in companies with different characteristics or business sectors and involve a more diverse sample of respondents so that the research results have a higher level of generalizability. Future researchers are also advised to use a *mixed-methods* approach or more in-depth analytical methods so that the research results not only explain the statistical relationships between variables but also provide a more comprehensive understanding of the phenomena occurring in the field.

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