

## Company Performance Analysis: Corporate Culture Predictors are mediated by Work Motivation

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**Abstract:** This study aims to analyze the influence of corporate culture on corporate performance either directly or indirectly through work motivation. Quantitative research method, Unit of analysis of this research is 2,844 employees residing in 6 retail company spread all over Indonesia. This research uses path analysis technique (path analysis), SPSS 23.00 analysis tool. The results of this study indicate that corporate culture can directly affect the company's performance and can also affect indirectly from corporate culture advocate to work motivation (as intervening variable) and then to the company's performance. The stronger the existing culture in a company, it will be able to increase employee motivation and impact on company performance optimally.

**Keywords:** Corporate Culture, Work Motivation, and Corporate Performance

### INTRODUCTION

Today's business environment that grows and develops very dynamic, requires the existence of an effective and efficient management system that means can easily change or adjust and can accommodate any changes that both are and have happened quickly, precisely and directed and the cost is cheap [1].

To achieve this, the company must be able to manage human resource management effectively that will increase the profitability that can meet the needs of the organization and shareholders and investors [2]. Effective HR management can meet employee needs in several ways in line with the company's resilience, expansion and increased profitability; firms provide job security, and more career opportunities and higher wages [3].

Discussing the performance of employees will not be separated by the factors that can affect a person's performance. Corporate culture is a factor that can affect the creation of work motivation and employee performance. Today's corporate culture is seen as part of an organization or community and is considered important as part of the company [4]. According to Putranto [5] a strong organizational / corporate culture will affect every behavior of his / her work. A corporate culture that is not conducive can lead to low employee motivation in the company.

Corporate culture is as a standard reference imposed by the company where a systematic corporate culture will help guide employees as a human resource to increase their work commitment for the company, resulting in professional employees. The system of good work culture will direct the member of the organization to expend all its best ability so as to achieve the goals of the organization and the fulfillment of individual needs.

Within an organizational culture, the elements include basic assumptions, beliefs, leaders or groups of creators and the development of organizational culture, problem-solving guidance, value sharing, inheritance, adjustment. The prevailing organizational culture in the shelter company will greatly affect employee work motivation [6]. Therefore it is very important for companies to implement a strong organizational culture, because the application of corporate culture will increase the company's success in encouraging employee work motivation.

The importance of employee motivation in a company, because the motivation can determine the performance through the tendency of an individual's business allocation to carry out a job [7]. In addition Triatna [8] revealed that motivation and performance have a close relationship, both of which have one [9]. in his research revealed that the motivation of work will also be able to influence and improve the performance. That means with a high work motivation will be able to provide maximum results.

Based on that, it is very important for companies to pay attention to the culture that exists within the company, because a strong culture will be able to influence directing members of the organization to expend all the best ability to achieve the goals of the organization. In addition, a strong culture will be able to increase the company's success in encouraging employee work motivation, and subsequently high motivation of work will be able to provide maximum results.

### RESEARCH PURPOSES

Based on the background and problems, the objectives of this research are:

- 1) Analyzing the influence of corporate culture on work motivation partially.
- 2) Analyzing the influence of corporate culture on company performance partially.
- 3) Analyzing the influence of work motivation on company performance partially.
- 4) Analyze the influence of corporate culture and work motivation on company performance simultaneously.
- 5) Analyze the influence of corporate culture through work motivation on company performance.

### LITERATURE REVIEW

#### Corporate Culture

Corporate culture is a system of values perceived meaning by all employees in the company. In addition to being understood, all ranks believe these value systems as the basis of organizational motion [10]. According Djokosantoso [10], corporate culture is a system that is believed by all employees and that is studied, applied, and developed continuously, serves as a package system, and can be used as a reference behave in the organization to create corporate goals have been established. Corporate culture is the value of trust, attitudes and behaviors held by members [11].

Organizational culture deals with how employees understand the cultural characteristics of an organization, and are not related to whether employees like the characteristics. Organizational culture is a descriptive attitude, not like a more evaluative job satisfaction.

Culture implies the existence of certain dimensions or characteristics that are closely related and interdependent. Robbin and Judge [12] stated that organizational culture has several characteristics, among others:

- a) Innovation and the courage to take risks. The extent to which employees are encouraged to be innovative and risk-taking.
- b) Attention to the details. The extent to which employees are expected to exercise precision, analysis, and attention to detail.

- c) Orientation of results. The extent to which management focuses more on results than on the techniques and processes used to achieve those results.
- d) Orientation of people. The extent to which management decisions take into consideration the effect of such outcomes on those within the organization.
- e) Team orientation. The extent to which work activities in the organization on the team rather than on individuals.
- f) Aggressiveness. The extent to which people are aggressive and competitive rather than relaxed.
- g) Stability. The extent to which organizational activities emphasize the preservation of the status quo in comparison with growth.

#### Work Motivation

Motivation is an impulse that exists in man that causes him to do something [13]. In human life always held a variety of activities. One of these activities is manifested in movements called work. According to As'ad [14] work means to carry out a task that ends with the fruits of work that can be enjoyed by the human being concerned.

Motivation is a process that explains the strength, direction and persistence of a person in an effort to achieve goals. Robbin and Judge [12] define motivation as a process that explains one's strength, direction, and perseverance in an effort to achieve its goals. Because motivation in general is related to the effort toward each goal, we narrow the focus to the organization's goal of work-related behavior.

Terry, George R. & Leslie W. Rue [15] argue that the motivation of work makes a person finish the job with passion, because the person wants to do it. Wibowo [16] motivation of work is a boost to a series of processes of human behavior on the achievement of goals. Robbins [7] argues that motivation is defined as the willingness to expend high levels of effort for organizational goals, conditioned by the ability of the effort to meet individual needs. When a person is motivated, then someone will try his best and besides it must be considered also the quality and the effort and the intensity.

As for one of the known theories of motivation is the theory of two-factor motivation developed by Herzberg, motivation is basically divided into two factors, namely intrinsic and extrinsic. Where intrinsic factors are associated with job satisfaction, while extrinsic factors are associated with dissatisfaction. That is, the impulse within a person to do something comes about because there are intrinsic factors. While relating to the fulfillment of self-satisfaction is called the extrinsic factor [12].

Based on the theory of two-factor motivation Herzberg, there are two dimensions in the variable of motivation that is:

- 1) Intrinsic Motivation. a factor that drives employees to be motivated, that is, the driving force that arises from within each person. In his work the usual motivator concerns the nature of work itself and how challenging the work. Motivational factors associated with job content include success, recognition, challenging work, growth and improvement in work.
- 2) Extrinsic Motivation. This factor is typically associated with the physical and psychological context in which the work is carried out. Pleasant working conditions, large or small salary wages, good relationships with co-workers, effective oversight and administrative policies of the company.

#### **Advocate Performance**

Performance comes from the word performance, which is often also interpreted as work performance, achievement of work or work. Job performance is the work achieved by a person using limited resources to achieve predetermined results. In other words performance is a work achieved by a person in carrying out the tasks assigned to him based on his skills, experience and sincerity and time. Performance is a work achievement that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each in the framework of efforts to achieve organizational goals.

According to Maharjan [17], performance is a result achieved because motivated with work and satisfied with the work they do. Each individual is likely to be confronted with things that may not be expected before in the process of achieving

Then according to Mangkunegara [18], employee performance is the result of work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Rivai and Ella Jauvani [19] define performance as the real behavior that everyone displays as a work performance generated by employees in accordance with its role in the company. Performance is a full view of the company over a period of time, and is the result and achievement that is influenced by the company's operational activities in utilizing the resources owned. From the above opinion, it can be concluded that the performance or performance is the result of work or achievement of work, whether it is quality or quantity achieved by a person or group of people in the organization in carrying out its work duties.

Davoudi and Allahyari [20] that the performance includes workers' attitudes appropriate to organizational goals. This means that performance results from the function of a particular job or the result

of an activity within a certain period. Mathis and Jackson in Umam [21] state the factors that influence individual performance that is ability, motivation, support received, existence of work they do, relationship with organization.

According to Anwar Prabu Mangkunegara [18], employee performance can be assessed from:

#### **1) Quality of work**

Showing tidiness, accuracy, linkage of work by not ignoring the volume of work. The existence of good quality work can avoid the level of error in the completion of a job that can benefit the progress of the company.

#### **2) Quantity of work**

Showing the number of types of work performed at a time so that efficiency and effectiveness can be accomplished in accordance with company goals.

#### **3) Responsibility**

Shows how big the employees in receiving and carrying out their work, responsible for the work and the facilities and infrastructure used and the work behavior every day.

#### **4) Cooperation**

Employee willingness to participate with other employees vertically and horizontally both inside and outside the job so that the work will get better.

#### **5) Initiative**

The existence of initiatives from within members of the organization to do the job and to solve problems in the work without waiting for orders from superiors or show responsibility in the work that has an obligation of an employee.

#### **Conceptual Framework**

Corporate culture is as a standard reference imposed by the company where a systematic corporate culture will help guide employees as a human resource to increase their work commitment for the company, resulting in professional employees. The system of good work culture will direct the member of the organization to expend all its best ability so as to achieve the goals of the organization and the fulfillment of individual needs.

Corporate culture is the values and spirit that underlie how to manage the company and organize the company. It is affirmed that a strong corporate culture will have a competitive nature. Strong culture will guide behavior and give meaning to organizational activities; this is a very meaningful support in achieving the success of the organization. A strong organizational culture is essential in encouraging employee motivation. Organizational culture prevailing in the

shelter company will greatly affect employee motivation and employee performance [6].

Several studies have also proved that strong culture can influence work motivation and performance, such as research conducted by Yuswani [6], Ernanto, Baga, and Sunarti [23], and Daniswara, Musadieq, and Iqbal [22]. Where the results of his research suggest if an organization has a strong culture it will be able to encourage work motivation and company performance.

The importance of employee motivation in a company, because motivation can determine the performance through the tendency of an individual's business allocation to carry out a job [7]. In addition Triatna [8] revealed that motivation and performance have a close relationship, both of which have one [9] in his research revealed that work motivation will also be able to influence and improve performance. This means that having a high work motivation will be able to provide maximum work.

Based on that, it is very important for companies to pay attention to the culture that exists within the company, because a strong culture will be able to influence directing members of the organization to expend all the best ability to achieve the goals of the organization. In addition, a strong culture will be able to increase the company's success in encouraging employee work motivation, and subsequently high motivation of work will be able to provide maximum results.

Based on the research objectives and literature review described in the previous chapter, the conceptual framework of the study refers to relevant theories and research. As a comprehensive overview of the interrelationships between variables used in the research model, the following is presented in the conceptual framework of the study. Where the framework of the study can be described in (figure 1) as follows:

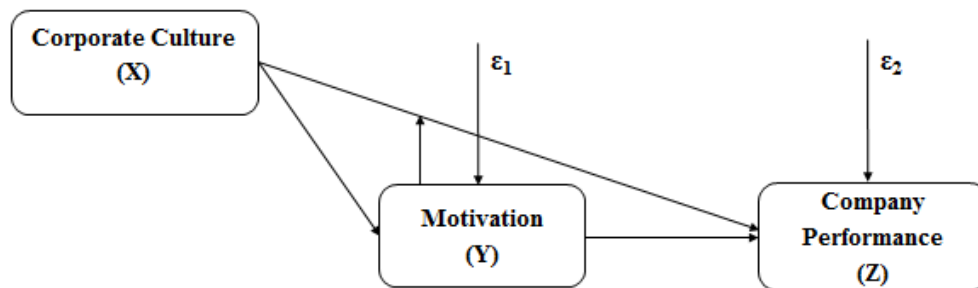


Fig-1: Conceptual Framework

**Research Hypothesis**

Pursuant to research purpose hence this research hypothesis is:

- 1) Corporate culture affect the motivation.
- 2) Corporate culture affects the company's performance.
- 3) Work motivation affects the company's performance.
- 4) Corporate culture and work motivation simultaneously affect the performance of advocates.
- 5) Corporate culture through work motivation affect the company's performance.

**METHODS**

The unit of analysis of this research is 6 retail companies spread all over Indonesia which amounted to 2844 employees. The sample size using Slovin method amounted to 351 respondents.

Research approach used in this research is quantitative approach by using path analysis (Path Analysis). This analysis is one option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if

there is a large set of data to analyze and look for causal relationships.

Path analysis is one of the analytical tools developed by Dillon and Goldstein [24]. Wright developed a method for knowing the direct and indirect effects of a variable, in which there are exogenous variables and endogenous variables.

After analyzed then continued with test of determination analysis (R Square), partial hypothesis testing (t test) 5 percent error tolerance, and testing of hypothesis of mediation by Sobel test (Sobel test). But beforehand done the test instrument research (questionnaire) and test normality.

**RESULT AND DISCUSSION**

**Description of Research Variables**

Descriptive statistics used are mean values, values that often appear in the respondent's answer (mode), median value, standard deviation (standard deviation) and sample variance. The results of descriptive statistics in the study by using tools SPSS 21.0 as follows:

**Table 1: Descriptive Statistics of Research Variables**

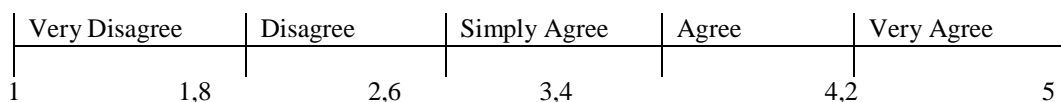
		X_Corporate_Culture	Y_Motivation	Z_Company_Performance
N	Valid	351	351	351
	Missing	0	0	0
Mean		4.1736	4.0268	3.9934
Std. Error of Mean		.01561	.02148	.02379
Median		4.1429	4.0000	4.0000
Mode		4.14	4.00	3.90
Std. Deviation		.29242	.40245	.44566
Variance		.086	.162	.199
Range		1.43	2.30	2.20
Minimum		3.36	2.70	2.80
Maximum		4.79	5.00	5.00
Sum		1464.93	1413.40	1401.70

a. Multiple modes exist. The smallest value is shown

Source: Output SPSS under 23.0 for windos

Before assessing the criteria of research variables in advance will be made scoring criteria. With the highest number of scores is 5, and the lowest number of scores is 1. Classification of respondents

score for research variables can be described in the stages of weighting scores with a score range 5 - 1/5 = 0,8, as follows:



**a. Description of Company Cultural Variables (X)**

Descriptive results of leadership variables as shown in Table 1 above obtained an average value of 4,1736 included in the range 3,4 – 4,2 are on the agreed criteria. Where the respondent's assessment is aimed at aspects of Innovation and risk-taking courage, Attention to the details, Orientation of results, Orientation of people, Team orientation, Aggressiveness, and Stability.

**b. Description of Work Motivation Variables (Y)**

Descriptive results of work motivation variables as shown in Table 1 above obtained an average value of 4.0268, including in the range 3,4 – 4,2 are on the agreed criteria. Explaining that respondents are more likely to agree that the motivation of work owned by employees have high work motivation. Where the respondent's assessment is aimed at the intrinsic and extrinsic aspects.

**c. Description of Company Performance Variables (Z)**

Descriptive results of company performance variables as shown in Table 1 above obtained the average value of 3.9934 included in the range 3,4 – 4,2 are on the agreed criteria. Which explains in general respondents said agree employee performance is

relatively good, it responded to respondents with average answers that lead to agree and strongly agree. Respondents' response is related to aspects of work quality, quantity of work, responsibility, cooperation and initiative.

**Normality Test Results**

Before stepping into hypothesis testing, first tested normality. The test is done by using SPSS 23.0 as a tool in this research, it is found that the data in this study is normally distributed, it is proved from the result of significance value (Asymp Sig. 2-tailed) greater than 0,05, that is (0,452 > 0,05) so it can be concluded that the data in this study is normally distributed.

**Path Analysis**

To answer the objectives in this study, the main structure in the research model was broken into two sub-structures. Where to answer goal 1 with the first sub-structure, and to answer objectives 2, 3 and 4 using the second sub-structure. While to answer the purpose of 5 values taken is the output value of the first and second sub-structure to see the direct and indirect effects. The following is the SPSS output of the two structures summarized in the following table.

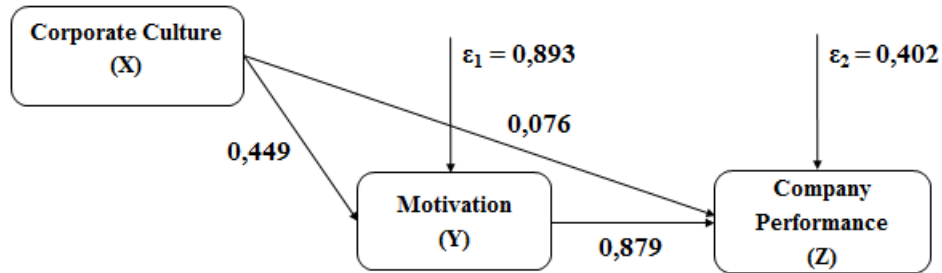


**Table 2: SPSS Output Two Sub Structures.**

Model	Standardized Coefficients	T	Sig.
	Beta		
X – Y	0.449	5.249	0.000
X – Z	0.076	3.153	0.002
Y – Z	0.879	6.360	0.000

Source: Output SPSS under 23.00.

The results of output are inserted into the picture of structural equations as follows:



**Fig-2: Path Analysis Results**

**Results of Determination Analysis (R<sup>2</sup>)**

To see the total influence of corporate culture (X) and work motivation (Y) on company performance

(Z) can be seen from the coefficient of determination R<sup>2</sup> as seen in Table 3 below:

**Table 3: Model Summary**

Model Summary				
Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.915 <sup>a</sup>	.838	.837	1.7997

a. Predictors: (Constant), Y\_Motivation, X\_Corporate\_Culture

Source: Output SPSS under 23.00

In Table 3 above based on data processing using SPSS 23.00 in obtaining R Square value of 0.838 which shows the role or contribution of corporate culture and work motivation able to explain the company's performance of 83.8 percent and the remaining 16.2 percent influenced by other factors that not revealed in this model. Where other factors can affect the performance of the organization can be a discipline of work and morale [25].

**Partial Effect Test Result (t test)**

Hypothesis testing aims to explain the characteristics of specific relationships or differences between groups or the independence of two or more factors in a situation, [24]. Partial influence test aims to test whether each independent variable significantly influence the variable tied partially with = 0,05 and also acceptance or rejection of hypotheses. Partial test (t test) to answer the hypotheses of one, two and three of these studies.

**1) The Effect of Corporate Culture on Work Motivation**

From Table 2 above, obtained t count value of competence advocate variable (X) against the motivation of advocate work of 9,398, with a significance value of 0.000, because the significance level is more < 0.05 (0.000 < 0.05) it can be concluded that corporate culture has a positive and significant influence on the work motivation. Thus the first hypothesis is proved and accepted.

**2) The Influence of Corporate Culture on Company Performance**

From Table 2 above, it can be concluded that corporate culture has a positive and significant effect on company performance (X) of 3.153, with a significance value of 0.002, because the level of significance is more <0.05 (0.002 <0.05). Thus the second hypothesis is proved and accepted.

**3) Effect of Work Motivation on Company Performance**

From Table 2 above, it can be concluded that the work motivation has positive and significant influence to the company's performance. The value of motivation (Y) is 6,360, with a significance value of 0.000, because the level of significance is more <0.05 (0.000 <0.05). Thus the third hypothesis is proved and accepted.

**Simultaneous Effect Test Result (F Test)**

In testing this hypothesis used Test F (simultaneous). F test is basically used to test the significant influence of some independent variables to dependent variable. In this case F Test is used to test the significant influence of corporate culture and work motivation together on the performance of the company. The following is an output of SPSS 23.0 for the F (Simultaneous) test.

**Table 4: F test results simultaneously**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5824.364	2	2912.182	199.133	.000 <sup>b</sup>
	Residual	1127.129	348	3.239		
	Total	6951.493	350			
a. Dependent Variable: Z_Company_Performance						
b. Predictors: (Constant), Y_Motivation, X_Corporate_Culture						

**4) The Influence of Corporate Culture and Work Motivation Simultaneously To Company Performance.**

From Anova or F test using SPSS 23.0 obtained Fcount of 199.133 with probability p-value equal to 0.000, because the level of significance level is much more <0.05 (0.000 <0.05) Therefore H0 is rejected and H1 accepted, so it can be concluded that the hypothesis zero (H0) is rejected and alternative hypothesis (H1) is accepted means this proves company culture and work motivation together significantly influence to company performance.

$$= p1 + (p2 \times p3)$$

$$= 0,076 + 0,394671$$

$$= 0,470671.$$

The result of path analysis shows that corporate culture can have a direct effect on company performance and can also indirectly influence from company culture to work motivation (as intervening variable) then to performance of company. To know the effect of mediation is indicated by the multiplication coefficient (p2 x p3) of 0.394671 significant or not, tested with Sobel test as follows:

**5) The Influence of Corporate Culture Through Work Motivation of Company Performance.**

To know whether the variable of work motivation able to mediate corporate culture variable to company performance as for the following step.

The direct influence of corporate culture on company performance.

$$= Pzx (p1)$$

$$= 0,076$$

Indirect influence of corporate culture on company performance

$$= Pyx (p2) \times Pzy (p3)$$

$$= 0,449 \times 0,879$$

$$= 0,394671$$

Total influence (corporate culture on company performance)

Based on this Sp2p3 result we can calculate the value of t statistic influence of mediation with the following formula:

$$t = \frac{\text{---}}{\text{---}}$$

Calculate the standard error of indirect effect coefficient (Sp2p3)

$$Sp2p3 = \sqrt{\text{---}}$$

$$Sp2p3 = \frac{\text{---}}{\sqrt{\text{---}}}$$

$$Sp2p3 = \frac{\text{---}}{\sqrt{\text{---}}}$$

$$Sp2p3 = \sqrt{\text{---}} = 0,043$$

Because the value of t arithmetic = 9,178 is greater than the value of t table with a significant level of 0.05 is 1.967, it can be concluded that the coefficient of mediation 0.394671 significant which means there is influence of mediation. This means that the work

motivation is able to mediate the corporate culture in an effort to improve company performance.

From the hypothesis testing that has been done above, it is known that all hypothesis proposed can be accepted, it means corporate culture can directly influence to company performance, and can also indirectly influence through work motivation as intervening variable. In detail based on the proposed hypothesis will be discussed one by one as follows.

1) From testing the hypothesis that it is known that corporate culture has an influence on work motivation. The results of this study show the same results with research conducted by Yuswani [6], Ernanto, Baga, and Sunarti [23], and Daniswara, Musadieg, and Iqbal [22]. Where the results of his research suggest if an organization has a strong culture it will be able to encourage work motivation. Corporate culture is the values and spirit that underlie how to manage the company and organize the company. It is affirmed that a strong corporate culture will have a competitive nature. Strong culture will guide behavior and give meaning to organizational activities; this is a very meaningful support in achieving the success of the organization. A strong organizational culture is essential in encouraging employee motivation. The organizational culture prevailing in the shelter company will greatly affect work motivation [6].

2) From hypothesis testing conducted known to corporate culture have an effect on to company performance. The results of this study show the same results with research conducted by Yuswani [6] where the results of his research showed if a strong corporate culture will significantly affect performance. The application of corporate culture can basically have a considerable effect on organizational performance, especially if the culture is strong (strong culture) so that the company can maintain superior performance in the face of increasing sales growth significantly. Culture becomes very important because corporate culture is seen as part of an organization or community and is considered important as a part of the company [4]. According to Putranto [5] a strong organizational / corporate culture will affect every behavior of his / her work. Company culture that is not conducive can lead to low performance of existing employees within the company.

3) From hypothesis testing conducted known to work motivation effect on company performance. The results of this study are in line with the results of research Riyanto S, Adonia, Ali, Hapzi [9] who argued that the motivation of work can affect and improve performance. This means that having a high work motivation will be able to provide maximum work. In addition Triatna [8] revealed that motivation and

performance have a close relationship, both of which are related to each other. Employees can basically work professionally because in itself there is a high motivation, highly motivated employees will usually carry out their duties with passion and energetic, because there are certain motives and goals that background action. Motives that as a driving force to him, so he willing and willing to work hard.

4) From testing the hypothesis that is known to corporate culture and work motivation simultaneously have an influence on company performance. The results of this study in accordance with research Brahmasari and Suprayetno [1], there is influence of motivation and organizational culture together to Performance. This is also supported by previous research by Yuswani [6], Ernanto, Baga, and Sunarti [23], and Daniswara, Musadieg, and Iqbal [22] which stated that corporate culture and work motivation simultaneously influence performance.

5) From testing the hypothesis that is known to work motivation able to mediate corporate culture to company performance. The results of this study show similar results with research conducted by Yuswani [6], Ernanto, Baga, and Sunarti [23], and Daniswara, Musadieg, and Iqbal [22], where the results of his research showed motivation capable of mediating organizational culture on performance. The importance of employee motivation in a company, because the motivation can determine the performance through the tendency of an individual business allocation to carry out a job [7]. Based on that, it is very important for companies to pay attention to the culture that exists within the company, because a strong culture will be able to influence directing members of the organization to expend all of its best abilities so as to achieve organizational goals. In addition, a strong culture will be able to increase the success of the company in encouraging employee motivation, and subsequently high work motivation will be able to provide maximum results.

## CONSLUSSIONS AND SUGESTIONS

### Conclusions

Based on the results and discussion then the conclusions of this study are:

- 1) Corporate culture has a positive and significant effect on work motivation partially. Corporate culture consisting of dimensions: Innovation and courage to take risks, Attention to detail, Orientation of results, Orientation of people, Team orientation, Aggressiveness, and Stability. The stronger the existing culture in the company will encourage employee motivation, be it intrinsic or extrinsic.
- 2) Corporate culture has a positive and significant effect on company performance partially.



Corporate culture consisting of dimensions: Innovation and courage to take risks, Attention to detail, Orientation of results, Orientation of people, Team orientation, Aggressiveness, and Stability. The stronger the existing culture in the company will encourage the performance of the company, in the form of quality of work, quantity of work, responsibility, cooperation, and initiative in work.

- 3) Work motivation has a positive and significant effect on company performance partially. Work motivation consisting of dimensions: intrinsic and extrinsic motivation. The higher the work motivation that employees have in working, it will be possible for employees to be able to improve its performance on the company.
- 4) Corporate culture and work motivation have a positive and significant effect on the company's performance simultaneously. The stronger that existed in the company, and supported by high work motivation, it will increasingly affect the company's performance.
- 5) The results of path analysis shows that corporate culture can directly affect the company's performance and can also affect indirectly from corporate culture to work motivation (as intervening variable) and then to company performance. This shows that if the company has a strong culture then it will be able to increase the company's success in encouraging employee work motivation, and then the high work motivation will be able to give maximum results.

#### Suggestions

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

- 1) To compare and strengthen the theory of influence among the variables studied, it is necessary to conduct research or review on other companies other than retail companies that have characteristics of behavior and organizational culture that is different from retail companies.
- 2) It should be studied more deeply other variables that can affect significantly to company performance. So that can be prepared another model in problem solving related to the improvement of corporate culture and work motivation on company performance.
- 3) Always motivate through enhancing HR development, implementing appropriate leadership styles and organizational culture that is in line with the times that enable employees to achieve better performance.
- 4) Further review is needed by using or adding other indicators and may also use different concepts. The other factors that influence the performance of the company besides the variables raised in this study,

among others, such as: competitive strategy variables, partnership strategy, source of excellence, learning organization, organization innovation, and others, therefore expected to be examined other factors, so that the company's performance can be further improved and science development will continue.

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