

THE INFLUENCE OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL COMMITMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT CV. MAMRE NUGRAHA PERSADA KOTA PEKANBARU

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Abstract. Human resources are the main sector in a company as well as organizations. Human resource management is part of that studying the role of human resources or labor in a company companies and organizations, to control human resources so that the company or organization's goals can be achieved optimally. This research aims to look at organizational culture, organizational commitment, and work motivation on CV. Mamre Nugraha Persada Pekanbaru. The population in this study were all CV employees. Mamre Nugraha Persada Pekanbaru, totaling 44 people, the technique used is sampling method. Analysis of the data used in this research quantitative. The analysis method used is the linear regression equation multiple data processing using the SPSS version 25 program. The research results show that the organizational culture variable, Organizational commitment and work motivation have a significant influence on employee performance. Then simultaneously or together variablely organizational culture, organizational commitment and work motivation has a significant influence on employee performance. R Square Value 0.453, which means 45.3% of employee performance is influenced by organization culture, organizational commitment and work motivation. Meanwhile the difference Furthermore, the difference of 54.7% is influenced by other variables not studied in this research.

Keywords: Employee Performance, Organizational Commitment, Organizational Culture, Work Motivation.

1. INTRODUCTION

In today's development, the increasing growth in the development sector has become an economic sector in Indonesia, especially in Riau. Every company that is established requires a lot of human resources.

Human resources are the main sector in a company or organization. Human resource management is a part that studies the role of human resources or workers in a company or organization, to control human resources so that the goals of the company or organization are achieved optimally.

The goals of the company or organization can be achieved by improving performance properly. Every company expects its employees to have skills, experience in working and have a high commitment to improving employee performance so that they can contribute greatly to efforts to achieve company goals.

Motivation is a driving force from within or outside a person to do a good job. The motivation given by the company to its employees will be an encouragement or driving force for employees to work with initiative and consider the company's goals as a common interest. So that with motivation, employee performance can be improved.

The following table 1 can be seen regarding the number of projects that can be completed by CV. Mamre Nugraha Persada Pekanbaru from 2010-2023 as follows:

Table 1. Number of Project Completed at CV. Mamre Nugraha Persada

Year	Number of employee	Target	Realization	Late	Percentage (%)
2019	35	180	158	22	87,77%
2020	38	185	105	80	56,76%
2021	38	185	118	67	63,78%
2022	40	190	143	47	75,26%
2023	44	200	138	62	69,00%

(Source: CV. Mamre Nugraha Persada Pekanbaru 2023)

Based on the table above, it can be seen that the percentage of project work between the company's target and the actual completion always varies every year. Employees at this company are still lacking in maintaining their enthusiasm, so they are still late in completing the work. The delay in completing the task occurred because of rain, so employees could not work with wet soil conditions that made it difficult to work on the project. To improve employee performance, it can be done by providing motivation to maintain employee enthusiasm in carrying out their duties.

The following table 2 can be seen regarding the amount of incentives paid for employee at CV. Mamre Nugraha Persada Pekanbaru from 2010-2023 as follows:

Table 2. Employee Incentive Amount at CV. Mamre Nugraha Persada Pekanbaru

No.	Year	Number of employee	Bonus Paid (Rupiah)	Average Bonus (Rupiah)
1.	2019	35	28.000.000	800.000
2.	2020	38	19.000.000	500.000
3.	2021	38	19.000.000	500.000
4.	2022	40	28.000.000	700.000
5.	2023	44	44.000.000	1.000.000

(Source: CV. Mamre Nugraha Persada Pekanbaru 2023)

The following table 3 can be seen regarding the amount of THR paid for employee at CV. Mamre Nugraha Persada Pekanbaru from 2010-2023 as follows:

Table 3. Employee Incentive Amount at CV. Mamre Nugraha Persada Pekanbaru

No.	Year	Number of employee	THR Paid (Rupiah)	Average THR
1.	2019	35	21.000.000	600.000
2.	2020	38	22.800.000	600.000
3.	2021	38	22.800.000	600.000
4.	2022	40	28.000.000	700.000
5.	2023	44	35.200.000	800.000

(Source: CV. Mamre Nugraha Persada Pekanbaru 2023.)

Based on the label on the above, it is seen that there is a lack of employee commitment to work outside of work hours. In addition, the lack of overtime received by employees tends to cause employee performance to decline. Given the large number of employees at CV. Mamre Nugraha Persada, employee commitment is an important thing to consider in improving employee performance in achieving the company's sales goals. Employee commitment is the main thing at CV. Mamre Nugraha Persada Pekanbaru is still lacking in maintaining his commitment, so that employee performance decreases because the employee is not committed. The following table 4 can be seen

regarding the Employee Absenteeism Rate at CV. Mamre Nugraha Persada Pekanbaru from 2010-2023 as follows:

Table 4. Employee absence Rate at CV. Mamre Nugraha Persada Pekanbaru

Year	Number of employee	Number of working days/year	Total days	Number of absence/Year
2019	35	271	9.485	215
2020	38	276	10.488	291
2021	38	274	10.412	309
2022	40	278	11.120	420
2023	44	280	13.720	504

(Source: CV. Mamre Nugraha Persada Pekanbaru)

In the last 5 years, the employee absences have fluctuated from year to year. This shows that the employee absences indicate a decrease in employee commitment, low employee commitment affects low employee performance. High levels of absenteeism are caused by the lack of responsibility in acting, so that the motivation given by the leadership is still lacking. The level of absenteeism is also reduced by the percentage of signals that provide motivation and strengthen organizational culture and organizational commitment to the leadership of the company.

2. LITERATURE REVIEW

Nurmansyah (2016; 153) states that organizational culture is a culture that occurs in an organization where there is a group of people who interact. Schuler and Werner in Nurmansyah (2019; 153) discuss the issue of organizational culture as values, in the norms that form the activities of the organization, symbols, and social movements of the company. Robbins in Nurmansyah (2016; 157-158) discusses the issue of several indicators, namely: Innovation in decision making, detailed assessment, critical thinking, individual leadership, team leadership, aggressiveness, stability. Alwi in Nurmansyah (2016; 187) explain that organizational commitment is a deliberate attitude to remain in the organization and be involved in efforts to achieve the mission, values and goals of the company. Newstrom in Wibowo (2017; 214) define organizational commitment as a level at which employees identify with the organization and want to continue actively participating in it. Internal organizational commitment is defined as the degree of independence of the organization in which the organization operates. Commitment is required by the organization as a source of competent human resources in the organization that is guaranteed and maintained with feedback. Internal organizational commitment is defined as a measure of the quality of the organization that is related to the sales goals and values of the organization. Thus, commitment is not merely a matter of membership in an organization, but also a willingness to work optimally for the benefit of the organization in order to facilitate the achievement of the organization's sales goals and its quality in terms of value in the organization's sales goals. According to Lincoln in Nurmansyah (2016:193) put forward three indicators of organizational commitment, namely: Worker's loyalty, Worker's loyalty, Worker's loyalty

Kasmir (2016; 190) work motivation is a person's drive to do work. If the employee has a strong drive within himself, then data collection using research instruments, data analysis is qualitative in nature, with the aim of testing the hypothesis that has been set. Mangkunegara (2017; 81) stated that motivation is a condition of energy that drives the self of the worker which is directed to achieve the goals of the company's organization. Work motivation is a drive that grows within a person to do a job with high enthusiasm using all the abilities and skills he has that are aimed at achieving work goals. With the motivation that is backward, the reason for the pleasure and happiness in working so that it can lead to significant development and growth in the self-organization. Abraham Maslow in Mangkunegara (2017; 101-102) put forward the following indicators of work

motivation: Physiological needs, Needs for belonging, Needs for belonging (Social), Needs for prevention of failure, Needs for self-actualization.

Based on the above, the following is put forward with mental assumptions in detail:

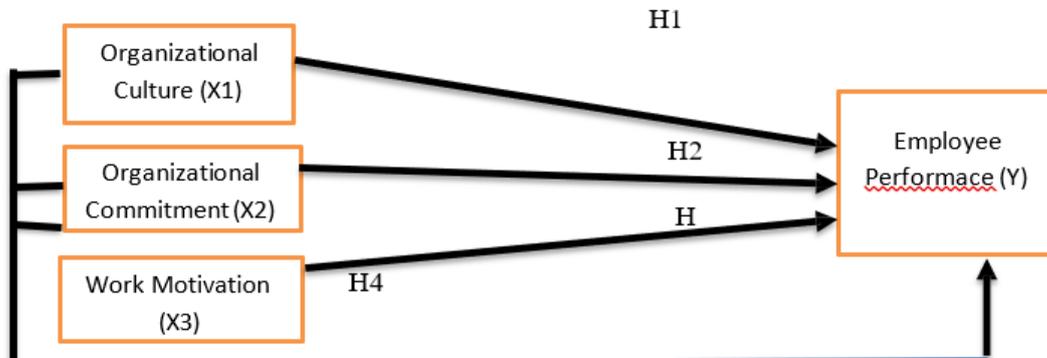


Figure 1.

1. It is suspected that organizational culture has an influence on the employee performance of CV. Mamre Nugraha Persada Kota Pekanbaru.
2. It is suspected that Organizational commitment has an influence on Employee Performance of CV. Mamre Nugraha Persada Kota Pekanbaru.
3. It is suspected that work motivation has an influence on Employee Performance of CV. Mamre Nugraha Persada Kota Pekanbaru.
4. It is suspected that organizational culture, organizational commitment and work motivation simultaneously influence on Employee Performance of CV. Mamre Nugraha Persada Kota Pekanbaru.

3. RESEARCH METHODS

The object of this study is the employees of CV. Malmre Nugraha Persada, Pekanbaru City, located at Jl. Fajar No.24, Labuh Baru Village, Payung Sekaki District, Pekanbaru City, Riau Province. The population that is the focus of the study in this study is all employees at CV. Malmre Nugraha Persada, Pekanbaru City, which has 44 members. The sample of this study was taken entirely from the population as the sample of the study, which is all employees with a total of 44 people. The sample calculation carried out in this study was using a saturated sampling technique, which is usually called a census, which means that all respondents were used as research samples. The technique of collecting data was done by using a preliminary calculation and distributing questionnaires. The method used in this study was descriptive analysis, which involved the data analysis obtained based on facts that were related to relevant theories to support the conclusion. The data of all respondents were used in qualitative descriptive analysis, which was a calculation using the data obtained and then analyzed. The scale measurement used to evaluate the respondent's path is the Likert Scale.

4. RESULTS AND DISCUSSION

The Results in Return

In this study, the independent variables are employee performance and the dependent variables are organizational culture, organizational commitment and work motivation. The results of the test were obtained from the SPSS version 25 program:

Table 5. Validity Test Result

VARIABLE	ITEM	r HITUNG	r TABEL	KETERANGAN
Organizational Culture	X1.1	0,872	0,2973	VALID
	X1.2	0,918	0,2973	VALID
	X1.3	0,914	0,2973	VALID

	X1.4	0,907	0,2973	VALID
	X1.5	0,869	0,2973	VALID
	X1.6	0,837	0,2973	VALID
	X1.7	0,925	0,2973	VALID
Organizational Commitment	X2.1	0,920	0,2973	VALID
	X2.2	0,916	0,2973	VALID
	X2.3	0,909	0,2973	VALID
Work Motivation	X3.1	0,952	0,2973	VALID
	X3.2	0,964	0,2973	VALID
	X3.3	0,944	0,2973	VALID
	X3.4	0,939	0,2973	VALID
	X3.5	0,850	0,2973	VALID
Employee Performance	Y1.1	0,772	0,2973	VALID
	Y1.2	0,892	0,2973	VALID
	Y1.3	0,884	0,2973	VALID
	Y1.4	0,831	0,2973	VALID
	Y1.5	0,865	0,2973	VALID

(Source: Processing Data SPSS25 2024)

Based on the dialtals label, it is known that all the variables used in the questionnaire are valid, as seen from the calculated $r > r$ label. The obtained r label is 0.2973. This means that all items of the four variables used in the entire testing model in the variables are valid.

Table 6. Reliability Test Result

VARIABLE	CRONBACH'ALPHA	REMARK
Organizational Culture	0,957 > 0,60	RELIABLE
Organizational Commitment	0,903 > 0,60	RELIABLE
Work Motivation	0,961 > 0,60	RELIABLE
Employee Performance	0,903 > 0,60	RELIABLE

(Source: Processing Data SPSS25 2024)

From the results of the test, it is known that the reliability test shows that all the variables of the Cronbalch's ALPhal (α) value are at a level of 0.60 with a cross-sectional test. It can be concluded that the organizational culture, organizational commitment, work motivation and employee performance are all reliable and can be used as a measure of reliability.

Table 7. Normality Test Result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		44
Normal Parameters ^{a,a}	Mean	.0000000
	Std. Deviation	2.36206629
Most Extreme Differences	Absolute	.095
	Positive	.095
	Negative	-.060
Test Statistic		.095
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

- b. Calculated from data.
 - c. Lilliefors Significance Correction.
 - d. This is a lower bound of the true significance.
- (Source: Processing Data SPSS25 2024)

From the table above, it can be seen that the normality test using the one sample kolmogral test has a significant asymp. value of 0.200 which is greater than 0.05, which means that the data is normally distributed.

Table 8. Multicollinearity Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.003	3.244		.926	.360		
Organizational Culture	.263	.087	.396	3.028	.004	.744	1.343
Organizational Commitment	.445	.192	.278	2.311	.026	.882	1.134
Work Motivation	.272	.122	.305	2.225	.032	.678	1.475

al. Dependent Variable: Employee Performance

(Source: Processing Data SPSS25 2024)

Based on the results of the multicollinearity test, the value of the tolerance value of the variable is greater than 0.01 and the value of the Valuation Inflation Factor (VIF) is smaller than 10. It can be concluded that organizational culture, organizational commitment, and work motivation are free from multicollinearity symptoms.

Table 9. Autocorrelation Test Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.701 ^a	.491	.453	2.44904	2.098

al. Predictors: (Constant), Work Motivation, Organizational Commitment, Organizational Culture.

b. Dependent Variable: Employee Performance

From the Tables above, it is known that the Durbin Waltson value is 2.098, with the DU value of 1.6647 and the DL of 1.3749. So, it is seen that the Du value of 1.6647 is smaller than the Durbin Waltson value of 2.098 and the Durbin Waltson value of 2.098 is smaller than (4- 1.6647) of 2.3353. So, it is concluded that there is no positive or negative correlation.

Table 10. Heteroscedasticity Test Result Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.036	1.622		3.721	.001

Organizational Culture	-0.069	.043	-0.270	-	.119
Organizational Commitment	-0.109	.096	-0.176	-	.265
Work Motivation	-0.032	.061	-0.094	-0.531	.598

al. Dependent Variable: Employee Performance

From the Tabel above, the heteroscedasticity test results using Glejser show that the value (sig) is greater than 0.05. So it can be concluded that the results in this study do not occur in the form of heteroscedasticity.

Table 11. Multiple Linear Regression Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.003	3.244		.926	.360
	Organizational Culture	.263	.087	.396	3.028	.004
	Organizational Commitment	.445	.192	.278	2.311	.026
	Work Motivation	.272	.122	.305	2.225	.032

al. Dependent Variable: Employee Performance

(Source: Processing Data SPSS25 2024)

$$Y = 3.003 + 0.263 (X1) + 0.445 (X2) + 0.272 (X3) + e$$

Based on equity multiple linear regression can be it is analyzed in the following ways:

1. Construction is worth 3,003 in daily sales if organizational culture variable, organizational commitment in work motivation has a value of 3,003 in total.
 2. The Organizational Culture Validator has a coefficient value of 0.263 with a positive coefficient that explains if the organizational culture experiences a positive or negative recognition of the Company's Performance from the start increasing by 0.263.
 3. The Organizational Commitment Validator has a coefficient value of 0.445 with a positive coefficient that explains if the organizational commitment experiences a positive or negative recognition of the Company's Performance from the start increasing by 0.445.
 4. The Work Motivation Valuation has a coefficient value of 0.272 with a positive coefficient which explains that if work motivation experiences positive or negative effects, Work Performance will increase by 0.272.
1. The validity of Organizational Culture has a significance value of 0.004 <0.05. This indicates that organizational culture has a significant effect on Employee Performance. H1 is Accepted.
 2. The validity of Organizational Commitment has a significance value of 0.026 <0.05. This indicates that Organizational Commitment has a significant effect on Employee Performance. H2 is Accepted.
 3. The validity of Work Motivation has a significance value of 0.032 <0.05. This result indicates that work motivation has a significant influence on employee performance. H3 is accepted.

Table 12. F-test Result
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	231.815	3	77.272	12.883	.000 ^b
	Residual	239.912	40	5.998		
	Total	471.727	43			

a. Dependent Variable: Employee Performance

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

(Source: Processing Data SPSS25 2024)

From the table above, it can be seen that the significance value of $F < 0,05$, with means that the dependent variable is influenced by the independent variables simultaneously.

Table 13. Determination Test Result
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.701 ^a	.491	.453	2.449	2.098

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

(Source: Processing Data SPSS25 2024)

DISCUSSION

1. The Influence of Organizational Culture on Employee Performance

Based on the results of the study, the variable of organizational culture has a significant effect on employee performance. This can be seen from the respondents' recapitulation of organizational culture which shows that the innovative indicator in decision making has the highest score of 4.25, the detailed assessment indicator has the highest score of 4.25, the most important indicator has the highest score of 4.18, the individual main orientation indicator has the highest score of 4.27, the team main orientation indicator has the highest score of 4.20, the aggressive indicator has the highest score of 4.27, The stability indicator has the highest score of 4.27. In the t-test, the t-count is $3.028 > t\text{-table } 2.019$ with a significance of 0.004 and a coefficient value of 0.263.

The results of this study are in accordance with the statement of Kotter and Heskett in Nurmansyah (2016:211) which states that organizational culture has a significant influence on the company's economic performance in the long term. Michael Richie in Nurmansyah (2019:213) states that organizational culture has a significant effect on employee performance. The results of this study are also in accordance with the results of research conducted by Inzaghi Syazwal (2022) which concluded that organizational culture has a positive and significant effect on employee performance. Likewise, Yulvi Novita and Rivai (2020) stated that Organizational Culture has a positive and significant effect on Employee Performance. In addition, Sutrisno (2020) concluded that organizational culture has a significant effect on employee performance. Based on theory, research results, and previous research, it can be said that organizational culture has a significant effect on employee performance, and the hypothesis that organizational culture has an effect on employee performance can be proven.

2. The Effect of Organizational Commitment on Employee Performance.

Based on the results of the study, the value of organizational commitment has a significant effect on employee performance. This can be seen from the respondents' responses to organizational commitment, which shows that the employee's loyalty indicator has the highest score of 4.23, the employee's loyalty indicator has the highest score of 4.27, and the employee's loss indicator has the highest score of 4.27. In addition, the t-test results show that the t-count is $2.311 > t\text{-table } 2.019$ with a

significance of 0.026 and a coefficient value of 0.445.

The results of this study are in accordance with Gibson's opinion in Wibowo (2017:430) which states that organizational commitment is a feeling of identification, loyalty, and employee involvement in the organization and has a positive and significant effect on employee performance. The results of this study are in accordance with the results of research from Sutrisno (2020) which states that Organizational Commitment has a significant effect on employee performance, Research by Evi Citrawati and Khuzaini (2021) concluded that Organizational Commitment has a positive and significant effect on employee performance. Likewise, research from Muhammad Ras Muis, et al. (2018) concluded that organizational commitment has a positive and significant effect on employee performance. Based on theory, research results, and previous research, it can be said that organizational commitment has a significant effect on employee performance, and the hypothesis that organizational commitment has an effect on employee performance can be proven.

3. The Influence of Work Motivation on Employee Performance

Work motivation value has an effect on work performance but is not can be seen from the respondents 'responses to work motivation shows that the physiological needs indicator has the highest score of 3.91, the social needs indicator has the highest score of 3.91, the need to fee land have (social) indicator has the highest score of 3.91, the social needs ...n to control isaL's self 3.82. In the past, it was also seen that in the t-test results, the t -count was 2.225 > t- table 2,019 with significance of 0,032 and a coefficient value of 0,272. l2.01.

The results of this study are supported by Rivai's statement in Nurmansyah (2016:214) which states that work motivation influences employee performance. This is also supported by the research results of Doni Arif (2021) which states that work motivation has a positive and significant effect on employee performance. The research results of Tri Bodroastuti, et al. (2018) state that work motivation has a significant effect on employee performance. Likewise, the research results from Syarah Amalia and Fakhri (2016) stated that work motivation influences employee performance.

Based on theory, research results, and previous research, it can be said that work motivation has a significant effect on employee performance, and the hypothesis that states that work motivation has an effect on employee performance can be proven.

4. The influence of organizational culture, organizational commitment and work motivation on Simultaneously on Employee Performance.

Organizational Culture, Organizational Commitment and Work Motivation Simultaneously Influence Employee Performance, where this can be seen from the F count of 12.883> T table 2.83 with a significance value of 0.000 < 0.05, which means that Organizational Culture, Organizational Commitment and Work Motivation Simultaneously on Employee Performance. This is supported by Nurmansyah's statement (2016:210) which states that Employee Performance is influenced by Organizational Culture, Organizational Commitment, Work Motivation.

This is supported by the research results of Evi Citrawati and Khuzaini (2021) which concluded that Organizational Culture, Organizational Commitment, and Work Motivation simultaneously affect employee performance. The results of this study are also supported by Sutrisno (2020) who concluded that Organizational Culture, Organizational Commitment, and Work Motivation simultaneously affect employee performance. Likewise, the research results of Juni Ermawati and Sulystiawati (2014) stated that Organizational Culture, Organizational Commitment, and Work Motivation simultaneously affect employee performance.

Based on the theory, research results, and previous research, it can be said that Organizational Culture, Organizational Commitment and Work Motivation simultaneously have a significant effect on employee performance, and the hypothesis stating that Organizational Culture, Organizational Commitment and Work Motivation

simultaneously have an effect on employee performance can be proven.

CONCLUSION

Based on the research that been out, the following conclusions cabed:

1. Organizational culture which shows that the innovative indicator in decision making has the highest score of 4.25, the detailed assessment indicator has the highest score of 4.25, the most important indicator has the highest score of 4.18, the individual main orientation indicator has the highest score of 4.27, the team main orientation indicator has the highest score of 4.20, the aggressive indicator has the highest score of 4.27, The stability indicator has the highest score of 4.27. In the t-test, the t-count is $3.028 > t\text{-table } 2.019$ with a significance of 0.004 and a coefficient value of 0.263. This shows that the culture of this factor that can the performance at CV. Mamre Nugraha Persada Pekanbaru.
2. Organizational commitment has a significant effect on employee performance. This can be seen from the respondents' responses to organizational commitment, which shows that the employee's loyalty indicator has the highest score of 4.23, the employee's loyalty indicator has the highest score of 4.27, and the employee's loss indicator has the highest score of 4.27. In addition, the t-test results show that the t-count is $2.311 > t\text{-table } 2.019$ with a significance of 0.026 and a coefficient value of 0.445. This shows the Organizational commitment this factor that can the employee performance at CV. Mamre Nugraha Persada Pekanbaru.
3. Work motivation value has an f performance but is not can be seen from the respondents 'responses to work motivation shows that the physiological needs indicator has the highest score of 3.91, the social needs indicator has the highest score of 3.91, the need to fee land have (social) indicator has the highest score of 3.91, the social needs ...n to control Lis'asself 3.82. In the past, it was also seen that in the t-test results, the t-count was $2.225 > t\text{-table } 2,019$ with significance of 0,032 and a coefficient value of 0,272. This shows the work Motivation this factor that can the employee performance at CV. Mamre Nugraha Persada Pekanbaru.
4. Organizational Culture, Organizational Commitment and Work Motivation Simultaneously Influence Employee Performance, where this can be seen from the F count of $12.883 > F\text{ table } 2.83$ with a significance value of $0.000 < 0.05$, which means that Organizational Culture, Organizational Commitment and Work Motivation Simultaneously On Employee Performance.

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