

COMPANY PERFORMANCE MODEL: CORPORATE CULTURAL ANALYSIS AND COMPANY DEVELOPMENT OF MOTIVATION WORK

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This study aims to analyze the influence of corporate culture and corporate development on motivation and performance either partially or simultaneously at retail companies spread throughout Indonesia. The population of this research is 6 retail companies spread all over Indonesia, with the number of sample is 351 respondents. Quantitative analysis method using path analysis, followed by determination analysis (R Square), partial hypothesis testing (t test) and simultaneous (F test) with alpha 5 percent (0,05). Prior to further analysis, the research and normality test are conducted. Analytical tool using SPSS version 23.0 for windows. The results showed that corporate culture and corporate development partially and simultaneously have a positive and significant effect on work motivation and company performance, as well as work motivation has an influence on performance company.

Keywords: Corporate Culture, Corporate Development, Work Motivation and Corporate Performance.

INTRODUCTION

In today's era of globalization and free markets every company is faced with an increasingly uncertain business environment and extremely tough competition to be the best in the business. To face the competition, the company is required to improve the performance of the company in all aspects of the company, both aspects of marketing, financial aspects, aspects of production, as well as the aspect of human resources (Sukmawati, 2008). The role of Human Resources (HR) is needed to adopt any changes that occur. Human resources in the organization should always be developed continuously in order to improve the ability to fit the demands of the business environment.

Performance is a very important thing in a company to achieve its purpose. Employee performance is one factor that is very dominant in improving the performance of the company, because the optimal employee performance will be able to bring the company in achieving the desired target. Theoretically there are many factors that can affect the performance of employees, when viewed from the perspective of organizational behavior discipline, performance can be influenced by three levels of analysis, namely: individual level, group level, and organizational system level (Robbins, 2009). According to the perspective of human resource management, performance can be at least influenced by the five main variables that are the main activities of human resource management, namely: procurement,

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development, compensation, motivation, and maintenance of employees (Robbins, 2009). In general, performance can be influenced by very many factors that can be briefly derived from the factors that come from the employee itself, the factors derived from the interaction and environment (Albanese in Safrizal et al, 2014). Organizational working environment factor is a very supportive factor for individuals in achieving work performance. Organizational environmental factors such as corporate culture and human resource development.

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 significant support in achieving organizational success, because strong corporate culture is very important in the effort to encourage employee motivation and employee performance (Yuswani, W, 2016).

The importance of corporate culture because corporate culture is seen as part of an organization or community and is considered important as part of the company (Darmadi and Gustomo, 2012). According to Putranto (2012) a strong organizational / corporate culture will affect every behavior of his / her work. Incompetitive corporate culture can result in the low performance of existing employees within the company.

Research on the application of corporate culture to performance such as Daniswara, Musadieg, and Iqbal (2016), Ernanto, Baga, and Sunarti (2015), and Yuswani (2016) where the results showed that strong corporate culture will significantly influence performance. The application of corporate culture can basically give a big influence 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.

In addition to taking into account the existing culture in the company, as for other important factors in an effort to improve the company's performance is by doing human resource development in an organization. Human Resource Development is very important because human resource development can motivate employees better so that good work results are achieved (Martina, S., and Syarifudin, D., 2014).

Human resource development is a formal approach by the organization to ensure that people within the organization have the appropriate qualifications, abilities, and experience when needed (Regina, 2013). Career planning and career development within the organization will improve employee's motivation to perform their work, thus creating a sense of satisfaction in doing their work (Dewi and Utama, 2016).

HR development is also one factor that can affect employee performance. Cianni and Wiln (1997) stated that companies that have a systematic model in the

development of human resources will have a good performance. The results are supported by Appelbaum *et al.* (2001) stating that companies with good human resource management will improve their employees' ability to participate in development and behavioral activities in development, which will improve their performance.

The factor that comes from the employee self is the motivation of work. Motivation becomes very important because motivation is a factor that encourages a person to perform a certain activity, therefore motivation is often interpreted also as a factor driving a person's behavior. 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 (Robbins (2009). In addition Triatna (2015) revealed that motivation and performance have a close relationship, both of which have one (Riyanto, S., Adonia, and Hapzi Ali, (2017) 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.

Strong motivation will encourage employees to always try to finish every job well so it will affect the good performance of these employees. This is in accordance with several studies that support the positive effect of work motivation on employee performance. Some of these studies are studies conducted by Wulandari, S., Sulianti, D., and Sunardi (2015), Abrivianto, P.O., Swasto, B., and Utami, H.N. (2014), and Suwardi and Utomo, J. (2011).

Based on this, it is very important for the company to pay attention to the existing culture in the company, human resources development and work motivation. Due to having a strong culture, good human resources development and high work motivation will be able to influence directing members of the organization to expend all the best ability to achieve organizational goals.

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

- 1) Analyze the influence of corporate culture on motivation partially.
- 2) Analyzing the influence of human resources development on motivation partially.
- 3) Analyze the influence of corporate culture and human resource development on motivation simultaneously.
- 4) Analyzing the influence of corporate culture on company performance partially.
- 5) Analyzing the influence of human resources development on the performance of the company partially.
- 6) Analyze the influence of corporate culture and HR development on company performance simultaneously.

- 7) Analyzing the influence of work motivation on company performance partially.

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 (Robbins in Djokosantoso, 2003). According Djokosantoso (2003), 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 (Eugene McKenna and Nic Beech, 2000).

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 (2015) stated that organizational culture has several characteristics, among others:

- 1) Innovation and the courage to take risks. The extent to which employees are encouraged to be innovative and risk-taking.
- 2) Attention to the details. The extent to which employees are expected to exercise precision, analysis, and attention to detail.
- 3) Orientation of results. The extent to which management focuses more on results than on the techniques and processes used to achieve those results.
- 4) Orientation of people. The extent to which management decisions take into consideration the effect of such outcomes on those within the organization.
- 5) Team orientation. The extent to which work activities in the organization on the team rather than on individuals.
- 6) Aggressiveness. The extent to which people are aggressive and competitive rather than relaxed.
- 7) Stability. The extent to which organizational activities emphasize the preservation of the status quo in comparison with growth.

Human Resource Development

The development of human resources has a vital role in the effort to direct, encourage, motivate the improvement / development of skills and skills of

employees who are implemented in their work to achieve the effectiveness of human resources in the organization (Leeand Bruvold, 2003). The development of human resources for employees is a process of learning and practicing systematically to improve their competence and performance in their present work and to prepare themselves for future roles and responsibilities (Ruky, 2006).

Human resource development aims to produce a logically and comprehensively related framework for developing an environment where employees are encouraged to learn to grow (Sedarmayanti, 2008). Development is an effective way to address some of the challenges facing many large organizations. These challenges include employee obsolescence, sociotechnical changes and labor turnover. The ability to overcome these challenges is a critical determinant of the success of the personnel department in maintaining effective human resources (Handoko, 2008).

Development is the preparation of individuals to assume different or higher responsibilities within the organization (Simamora, 2006). Development is usually associated with an increase in the intellectual or emotional skills needed to better align the work. Development stands on the fact that an employee will need the knowledge, skills, and skills that evolve to work well in the succession of the position undertaken during his career. The long-term career preparation of an employee for this set of positions is what employees development is about.

Employee development aims and benefits for companies, employees, consumers, or the public who consume goods / services produced by the company. According Tohardi (2002) development goals are:

- 1) Productivity. With development, employee work productivity will increase, quality and quantity of production will be better, because technical skill, human skill and managerial skill of employees will be better.
- 2) Efficiency. Development of employees to improve the efficiency of human resources, time, raw materials and reduce the wear of machines. Wastage is reduced, production costs are relatively small so that the company's competitiveness is getting smaller.
- 3) Damage. Employee development aims to reduce the damage of goods, production and machinery because employees are increasingly skilled and skilled in carrying out their work.
- 4) Accidents. Development aims to reduce the rate of employee accidents, so the amount of medical expenses that companies spend reduced.
- 5) Ministry. Development aims to improve the better service of employees to corporate customers, because better service delivery is a very important drawing for the company's partners.
- 6) Moral. With the development, employee morale will be better because the skills and skills in accordance with their work so that the brand enthusiastically finish the job well.

- 7) Career. With development, the opportunity to improve employee careers is greater, because skills, skills and job performance are better, scientific promotion is usually based on one's skill and work performance.
- 8) Conceptual. With development, managers will be more competent and faster in making better decisions, because technical skills, human skills and managerial skills better.
- 9) Leadership. With development, leadership of a manager will be better, human relations more broadly, motivation more focused so that coaching vertical and horizontal cooperation more harmonious.
- 10) Reply Services. With the development, the rewards (salary, wage, intensive and benefit) of employees will increase because of their greater job performance.
- 11) Consumers. Employee development will provide better benefits for the consumer community as they will obtain better quality goods or services.

Work motivation

Motivation is an impulse that exists in man that causes him to do something (Wursanto, 2007). In human life always held various activities. One of these activities is manifested in movements called work. According to As'ad (2009) 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 (2015) define motivation as a process that explains one's strength, direction, and perseverance in an effort to achieve 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 (2010) argue that the motivation of work makes a person finish the job with passion, because the person wants to do it. Wibowo (2013) motivation of work is a boost to a series of processes of human behavior on the achievement of goals. Robbins (2010) argues that motivation is defined as the willingness to expend high levels of effort for organizational goals, conditioned by the ability 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 Hezberg, 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 (Robbin and Judge, 2015).

Based on Herzberg's two factor motivation theory, there are two dimensions in the motivation variable:

- 1) Intrinsic Motivation. Factors that encourage motivated employees, namely the impetus 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.

Company performance

According to Maharjan (2012), 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 the desired need so that through work and the growth of experience, one will make progress in his life. Then according to Mangkunegara (2007), 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 (2009) 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 (2013) that performance includes the attitude of workers in accordance with organizational goals. It means that performance results from the function of a particular job or the outcome of an activity within a certain period. Mathis and Jackson in Umam (2010) state the factors that influence individual performance ability ie, motivation, support received, the existence of the work they do, the relationship with the organization.

According to Anwar Prabu Mangkunegara (2007), employee performance can be assessed from:

1. Quality of work: Showing tidiness, accuracy, linkage of work by not neglecting the volume of work. The good quality of 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

Based on the formulation of the problem and the literature review described in the previous chapter, the conceptual framework of the study refers to earlier relevant theories and research. As a comprehensive overview of the interrelationships between the 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:

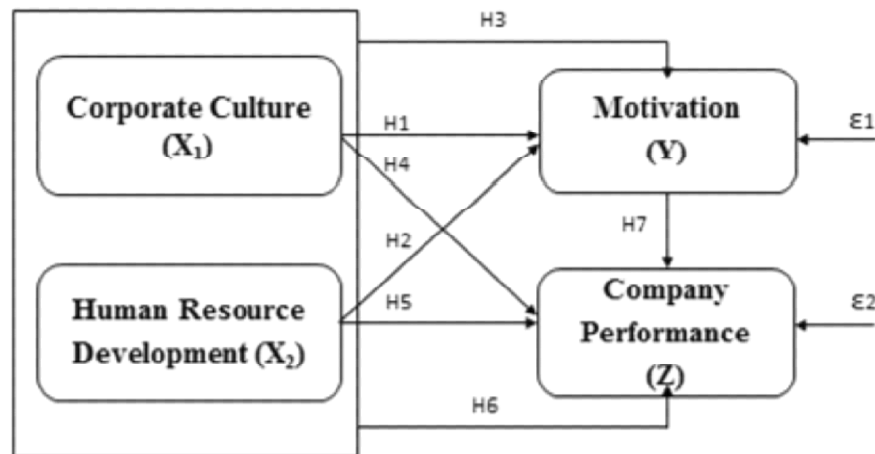


Figure 1: Conceptual Framework

Based on research objectives and theoretical reviews, the research hypothesis is:

- 1) Corporate culture affect the work motivation partially.
- 2) Development of human resources affect the work motivation partially.
- 3) Corporate culture and human resource development have an effect on simultaneous motivation.
- 4) Corporate culture affects the company's performance partially.
- 5) Human resource development has an effect on company performance partially.
- 6) Corporate culture and HR development affect the company's performance simultaneously.
- 7) Work motivation effect on company performance partially.

RESEARCH METHOD

Approach in this research use quantitative approach with survey method and use path analysis technique. Path analysis is used to analyze the relationship patterns between variables with the aim to determine the direct or indirect effect of a set of independent variables (exogenous) to the dependent variable (endogenous).

The population of this research are 6 retail companies spread all over Indonesia which amounted to 2844 employees. The sample size used Slovin method so that the samples obtained 351 respondents

Based on the purpose of research, the type of research used is explanatory research (explanatory research). Explanatory research is a research conducted to explain the causal relationship between research variables through hypothesis testing (Singarimbun and Effendi, 2012). The research approach used in this research is quantitative approach. The quantitative approach begins with theory, which is derived into a research hypothesis using deductive logic accompanied by measurement and operationalization of variables. Furthermore, generalization based on the results of statistical data so that it can be taken conclusion as research findings to answer the problems being faced. Before the analysis, tested the questionnaire instrument with validity and reliability test, and normality test to test whether the data is normal distribution or not.

This research uses path analysis analysisist (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 in Ali, Hapzi and Limakrisna, N, 2013). Wright developed a method for knowing the direct and indirect effects of a variable, in which there are exogenous variables and endogenous variables.

The path diagram consists of two substructures with three equations, where X1 and X2 are exogenous variables, ie variables with no explicit cause, this variable

serves as the independent variable / cause of the next sequence variable Y and Z as the endogenous variable (endogenous).

RESULTS AND DISCUSSION

Result

Respondents answer

In general the choice of respondents to the questionnaires distributed in six retail companies spread across Indonesia responded agree and strongly agree on the items of the questionnaire. This shows that corporate culture, human resource development, work motivation and employee performance have been implemented by the company has been running in accordance with the perception of respondents.

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 is obtained result that the data in this research is normal distribution, it is proved from the result of significance value (Asymp Sig. 2-tailed) bigger 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

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.

To answer the objectives in this study, the main structure in the research model was broken into three sub-structures. Where to answer objectives 1, 2 and 3 with the first sub-structure, to answer objectives 4, 5, and 6 using the second sub-structure, and to answer objective 7 using three substructures.

The output of the first structure equation in this research using SPSS 23.0 software as follows.

TABLE 1: COEFFICIENTS REGRESSION

<i>Model</i>		Coefficients ^a				
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			
1	(Constant)	11.950	2.642		4.524	.000
	X1_Corporate_Culture	.155	.049	.158	3.154	.002
	X2_Human_Resource_Development	.774	.082	.474	9.475	.000

(a) Dependent Variable: Y_Motivation

Source: Output SPSS under 23.0 for windows

Statistically the output of the above coefficients table obtained the following equation.

$$Y = P_{yx_1} X_1 + P_{yx_2} X_2 + e_1$$

$$Y = 0,158.X_1 + 0,474.X_2 + e_1$$

The result of the above equation is inserted into the picture of structural equation as below:

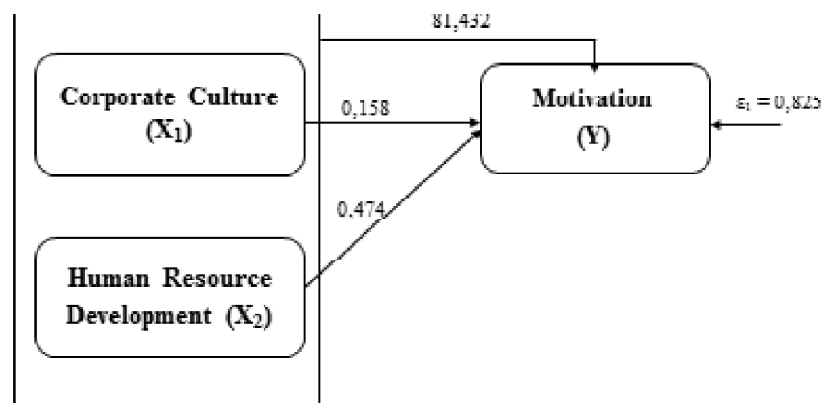


Figure 2: Structural Sub Line Analysis Results I

To know the influence of corporate culture and human resource development partially to the motivation of work, then tested by t test (Partial). The statistic t test basically shows how far the influence of one individual explanatory variable in explaining the dependent variation. This test is done by looking at the statistical value of t calculation results and then compare it with the value of t table with the degree of confidence of 5%. The following will be described one by one test partially in this study.

- 1) **The Effect of Corporate Culture on Work Motivation:** From result of output of SPSS as shown in Table 1 that got obtained value t value count variable X_1 equal to 3,154, with significance level equal to 0,002, because level of significance level more < 0.05 (0.002 < 0.05) hence can be concluded that company culture influence to work motivation. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning that corporate culture has an effect on work motivation.
- 2) **Influence of Human Resource Development To Work Motivation:** From the result of SPSS output as shown in Table 1, it is found that the value of t arithmetic variable X_2 is 9.475, with significance level of 0.000, because the

level of significance is more < 0.05 ($0.000 < 0.05$) it can be concluded that human resource development has an effect on work motivation. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning that the development of human resources affect the motivation of work.

- 3) The Influence of Corporate Culture and Human Resource Development on Work Motivation Simultaneously:** 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 the development of human resources together on the motivation of work. Here is the output of SPSS 21.0 for test F (Simultaneous).

TABLE 2 : F TEST RESULTS SIMULTANEOUSLY CORPORATE CULTURE AND HR DEVELOPMENT AGAINST WORK MOTIVATION

ANOVA ^a						
<i>Model</i>		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	1808.648	2	904.324	81.432	.000 ^b
	Residual	3864.640	348	11.105		
	Total	5673.288	350			

(a) Dependent Variable: Y_Motivation

(b) Predictors: (Constant), X2_Human_Resource_Development, X1_Corporate_Culture

From Anova or F test using SPSS 23.0 obtained F_{count} equal to 81,432 with p-value probability 0.000, because the level of significance level is much more < 0.05 ($0.000 < 0.05$) Therefore H_0 is rejected and H_1 accepted, so it can be concluded that hypothesis zero (H_0) is rejected and alternative hypothesis (H_1) is accepted meaning this proves corporate culture variable and human resource development together significantly influence to work motivation variable. Meanwhile, to measure how far the ability of the model in explaining the variation of dependent variables, can be seen from the coefficient of determination as follows.

TABLE 3 : MODEL SUMMARY CULTURAL CULTURE AND HUMAN RESOURCE DEVELOPMENT AGAINST WORK MOTIVATION

Model Summary				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.565 ^a	.319	.315	3.3325

(a) Predictors: (Constant), X2_Human_Resource_Development, X1_Corporate_Culture

The R value of 0,565 shows the double correlation (corporate culture and HR development) with work motivation. Considering the variation of R Square Value

of 0.319, it has the significance of the role or contribution of corporate culture variable and HR development able to explain work motivation variable of 31.9%. While the rest of 68.1% influenced by other variables that are not included in this model.

The output of the second structural equation in this study using SPSS 23.0 software as follows.

TABLE 4 : COEFFICIENTS REGRESSION

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.003	2.670		.750	.454
	X1_Corporate_Culture	.250	.050	.230	5.035	.000
	X2_Human_Resource_Development	.937	.083	.518	11.346	.000

(a) Dependent Variable: Z_Company_Performance
 Source: Output SPSS under 23.0 for windos

Statistically the output of the above coefficients table obtained the following equation.

$$Y = Pzx_1.X_1 + Pzx_2.X_2 + e_2$$

$$Y = 0,230.X_1 + 0,518.X_2 + e_2$$

The result of the above equation is inserted into the picture of structural equation as below:

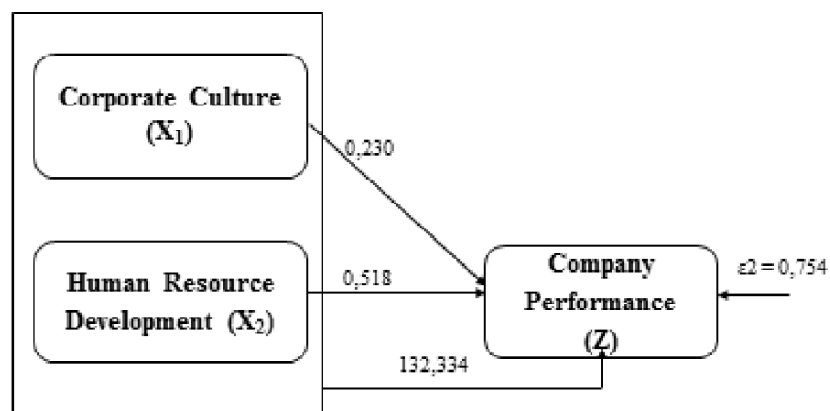


Figure 3: Structural Sub Line Analysis Results II

To know the influence of corporate culture and human resource development partially to the performance, then tested by t test (Partial). The following will be described one by one test partially in this study.

- 4) **The Influence of Corporate Culture on Performance:** From result of output of SPSS as seen in Table 4 that got obtained value t count value variable X_1 equal to 5,035, with significance level equal to 0.000, because level of significance level more < 0.05 ($0.000 < 0.05$) hence can be concluded that company culture influence to performance. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning that corporate culture affects performance.
- 5) **Influence of Human Resource Development on Performance:** From result of output of SPSS as seen in Table 4 that got obtained value t_{count} value of variable X_2 equal to 11,346, with significance level equal to 0.000, because level of significance level more < 0.05 ($0.000 < 0.05$) hence can be concluded that human resource development influence to performance. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning that the development of human resources affect the performance.
- 6) **The Influence of Corporate Culture and Human Resource Development on Simultaneous Performance:** 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 the development of human resources together on the performance. Here is the output of SPSS 23.0 for test F (Simultaneous).

TABLE 5: F TEST RESULT SIMULTANEOUSLY CORPORATE CULTURE AND HUMAN RESOURCE DEVELOPMENT TO COMPANY PERFORMANCE

ANOVA ^a						
<i>Model</i>		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	3002.995	2	1501.497	132.334	.000 ^b
	Residual	3948.498	348	11.346		
	Total	6951.493	350			

a. Dependent Variable: Z_Company_Performance

b. Predictors: (Constant), X2_Human_Resource_Development, X1_Corporate_Culture

From Anova or F test using SPSS 23.0 obtained F_{count} of 132.334 with p-value probability 0.000, because the level of significance is much more < 0.05 ($0.000 < 0.05$) Therefore H_0 is rejected and H_1 accepted, so it can be concluded that the hypothesis zero (H_0) is rejected and the alternative hypothesis (H_1) is accepted that means it proves the cultural variables of enterprises and the

development of human resources together significantly influence the performance. Meanwhile, to measure how far the ability of the model in explaining the variation of dependent variables, can be seen from the coefficient of determination as follows.

TABLE 6 : MODEL SUMMARY BUDAYA COMPANY AND HUMAN RESOURCES DEVELOPMENT TO COMPANY PERFORMANCE

Model Summary				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.657 ^a	.432	.429	3.3684

(a) Predictors: (Constant), X2_Human_Resource_Development, X1_Corporate_Culture

The R value of 0.657 shows the double correlation (corporate culture and HR development) with performance. Taking into account the variation of R Square Value of 0.432, has the significance of the role or contribution of organizational culture variable and human resource development able to explain the performance variable of 43.2%. While the rest of 56.8% influenced by other variables that are not included in this model.

The output of the third structural equation in this study using SPSS 23.0 software as follows.

TABLE 7 : COEFFICIENTS REGRESSION

<i>Model</i>		Coefficients ^a				
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		<i>t</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	4.314	1.442		2.992	.003
	Y_Motivation	.885	.036	.799	24.830	.000

(a) Dependent Variable: Z_Company_Performance

Source: Output SPSS under 23.0 for windwos

Statistically the output of the above coefficients table obtained the following equation.

$$Y = Pzy.Y + e_3$$

$$Y = 0,799.Y + e_3$$

The result of the above equation is inserted into the picture of structural equation as below:

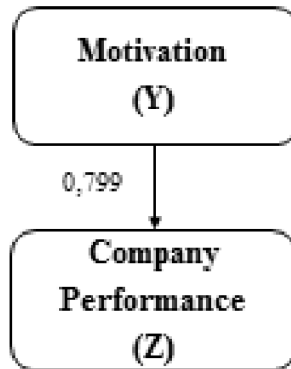


Figure 4: Results of Structural Sub Line III Analysis

To determine the effect of work motivation on performance, then tested by t test (Partial) as follows.

- 7) **Effect of Motivation on Performance:** From the result of SPSS output as shown in Table 7, it is found that the value of t count variable X1 is 24.830, with significance level of 0.000, because the level of significance is more <0.05 ($0.000 < 0.05$) it can be concluded that the work motivation influences the performance. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning that the motivation of work affect the performance.

DISCUSSION

From the interpretation of data above it can be discussed as follows:

- 1) **Corporate Culture Against Work Motivation:** Corporate culture has an effect on motivation. The results of this study show the same results with research conducted by Yuswani (2016), Ernanto, Baga, and Sunarti (2015), and Daniswara, Musadieg, and Iqbal (2016). Where the results of his research suggests if an organization has a strong culture it will be able to encourage motivation work.

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 prevailing organizational culture in the shelter company will greatly affect employee work motivation (Yuswani, W, 2016).

- 2) **Human Resource Development on Motivation:** Human resource development has an effect on motivation. These findings support the

opinion of Robbins (2009) and Price (2003) which states that human resource development will affect work motivation if human resource development is implemented systematically, meaning that there is an effort to maximize potential employees within the organization, devote time, and thought to improve the critical competencies of employees. It can motivate employees, improve their skills and show that employees are valuable to the organization. The findings also support the results of the Youndt et al (1996) study which shows that investment in human resource development represents a high-commitment strategy affecting employee satisfaction and motivation.

Some research that has been done before also suggests if the development of human resources well done it will be able to improve work motivation. Among them are research conducted by Kurniawan (2012), Martina and Syarifudin (2014) and Zahra and Gunawan (2015).

- 3) Corporate Culture and Human Resources Development on Motivation: Corporate culture and human resources development together affect motivation. The findings provide an understanding that the stronger the existing culture within an organization and also supported the development of good human resources, it will increase employee motivation in carrying out its duties. Because a strong culture will basically be able to guide behavior and give meaning to organizational activities, it is a very meaningful support in achieving organizational success. In addition Human Resource Development will affect the work motivation if human resource development is implemented systematically, it means the effort to maximize the potential of employees in the organization, devote the time, cost, and thought to improve the important competencies possessed by parakaryawan. It can motivate employees, improve their skills and show that employees are valuable to the organization (Robbins, 2009; Price, 2003). Youndt et al. (1996) suggest that investment in human resource development represents a high commitment strategy that affects employee motivation.
- 4) Corporate Culture on Performance: Corporate culture affects performance. The results of this study show the same results with research conducted by Yuswani (2016) 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 part of the company (Darmadi and Gustomo, 2012). According to Putranto (2012) a strong organization / corporate culture will affect each employee's behavior. Company culture that is not conducive can lead to low performance of existing employees within the company.

- 5) **Human Resource Development on Performance:** Human resource development has significant influence on performance. The results of this study support or strengthen existing theories, which states that companies that have a systematic model in the development of human resources will have a good performance (Cianni and Wnuck, 1997). The results are supported by Appelbaum et. Al (2001) stating that companies with good human resource management will increase the willingness of employees to participate in development and behavioral activities in development, which will improve their performance.
- 6) **Corporate Culture and Human Resource Development on Performance:** Corporate culture and HR development together affect performance. The results of this study in accordance with research Brahmasari and Suprayetno (2008), there is influence of motivation, leadership, and organizational culture together to Performance. Mentioned that Organizational culture has a significant influence on performance. The results of this study also reinforced a number of previous studies conducted by Yulius, Y (2008); Melinda, Zulkarnain (2004); and Mulyadi (2013) which states that the variables of Organization Culture and HR Development Affect Employee Performance.
- 7) **Motivation to Performance:** Motivation affects the performance significantly. The results of this study are in line with the results of research Riyanto, S., Adonia., And Hapzi Ali, (2017) 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 results. In addition Triatna (2015) 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 energetically, 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.

CONCLUSSION AND SUGGESTION

Conclusion

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, People's orientation, Team orientation, Aggressiveness, and Stability. The stronger the existing culture in the company will encourage employee motivation, be it intrinsic or extrinsic.
- 2) Development of human resources have a positive and significant effect on work motivation partially. Human resource development consisting of dimensions: productivity; efficiency; damage; accident; service; moral; career; conceptual; leadership; remuneration and concessions. The better the systematic development of human resources, meaning the efforts to maximize the potential of employees within the organization, devote time, cost, and thought to improve the important competencies of the employees. It can motivate employees, improve their skills and show that employees are valuable to the organization.
- 3) Corporate Culture and HR Mining simultaneously have a positive and significant impact on motivation. This means that the stronger the existing culture within an organization and also supported the development of good human resources, it will increase employee motivation in carrying out its duties.
- 4) 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, People's orientation, 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.
- 5) Development of human resources have a positive and significant impact on performance partially. Human resource development consisting of dimensions: productivity; efficiency; damage; accident; service; moral; career; conceptual; leadership; remuneration and concessions. The better human resources development will increase the willingness of employees to participate in development and behavioral activities in development, which will improve their performance.
- 6) Corporate Culture and HR Mining simultaneously have a positive and significant impact on company performance. This means that the stronger the existing culture within an organization and also supported the development of good human resources, it will improve the performance of employees in carrying out their duties.

- 7) 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.

Suggestion

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 reinforce the theory of influence among the variables studied, it is necessary to 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 arranged another model in problem solving related to improvement of corporate culture, human resource development and work motivation to company performance.
- 3) Always motivate through enhancing HR development, implementing a corporate 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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