

**THE IMPACT OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION
ON EMPLOYEE PERFORMANCE AT PT. ZURICH INSURANCE IN TANGERANG**

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ABSTRACT

This study investigates the influence of organizational culture and work motivation on employee performance at PT Zurich Insurance in Tangerang. Organizational culture, represented by principles such as honesty, excellence, respect, and enthusiasm, plays a significant role in shaping employee behavior and creating a conducive work environment. Similarly, work motivation, driven by factors such as recognition, job security, and opportunities for self-development, is identified as a critical factor in improving employee engagement and productivity. The research employs a quantitative method with an associative approach, involving a population of 73 employees. Data collection utilized a survey method with structured questionnaires, and the results were analyzed using multiple linear regression. The findings reveal that both organizational culture and work motivation have a significant positive effect on employee performance, both individually and simultaneously. Organizational culture contributes to fostering teamwork, attention to detail, and results orientation, while work motivation drives employees to achieve higher performance levels. When combined, these factors exhibit a synergistic effect, emphasizing their interconnectedness in shaping overall employee performance. This study underscores the importance of continuously enhancing organizational culture and designing motivational policies that address employee needs while aligning with company objectives. PT Zurich Insurance is advised to focus on training, performance recognition, and work-life balance to sustain employee productivity and well-being. The research contributes to the literature on human resource management by emphasizing the critical role of tailored strategies in achieving organizational success in a competitive business environment.

Keywords: Organizational Culture, Work Motivation, Employee Performance

1. INTRODUCTION

In the face of the rapid transitions occurring in today's business world, human resource management (HRM) has become a key element for a company's success. The phenomena surrounding HRM have become highly intriguing to explore in-depth. Rapid technological changes, globalization, and market dynamics have shaped the characteristics of a highly dynamic business environment, forcing companies to adapt their HRM practices to remain relevant and competitive. The main challenges in HRM in this competitive era include talent management, organizational culture changes, effective leadership, and adaptation to technological innovations. HR managers must be able to create a work environment that motivates employees, enhances employee engagement, and design compensation policies that are aligned with industry standards.

Effective HRM is crucial in today's industry. Companies that can manage their human resources well will have a significant competitive edge. Motivated and engaged employees contribute to higher productivity and innovation, supporting long-term company growth. Therefore, this research aims to detail HRM strategies and practices that can be implemented to address the challenges in an ever-evolving business environment. Management and human resources are inseparable in the advancement of companies, whether large or small, because human resources are critical to the development of knowledge, technology, and innovation. With the rapid advancements in technology, human resources must be competitive in achieving the company's goals. According to Rivai (2020), management is the art of organizing human resources and others efficiently, effectively, and productively to achieve certain objectives. Management focuses on how human activities are managed, from planning to achieving final results, including evaluating weaknesses for improvement.

Human resources are considered vital assets in an organization. Bintoro and Daryanto (2017) mention that human resources are a key asset in business organizations, both physical and non-physical, and are critical to the existence of the company. In a company, HR plays a very crucial role in achieving organizational goals. If the company has less competent HR, then the set objectives will be hard to achieve. Performance refers to the achievement of a worker's output in carrying out the assigned tasks. This performance is evaluated in terms of the quality and quantity of the work produced. According to Kasmir (2018), performance is the result of work achieved within a certain period according to a predetermined schedule.

PT. Zurich Insurance in Tangerang tightens its HR practices to ensure high-quality work performance as they face increasingly complex business competition. However, despite efforts to improve quality, challenges remain, such as inconsistent work motivation and the failure of some employees to meet company targets.

Table 1. Key Performance Indicator Data of PT. Zurich Insurance in Tangerang for 2020-2023

<i>Key Performance Indicator</i>	2020 to 2023			
	2020	2021	2022	2023
Attendance and Punctuality				
Attendance Percentage	92%	94%	93%	90%
Number of Late Arrivals (per Employee per Year)	10	9	11	13
Productivity				
Number of Tasks/Projects Completed on Time	85%	90%	88%	87%
Time Efficiency (% of Time Spent on Core Tasks)	80%	85%	82%	82%
Work Quality				
Error Rate in Work (%)	5%	4%	5%	5%
Feedback from Supervisors/Clients (Scale 1-10)	8.2	8.7	8.3	8.2
Self-Development and Training				
Number of Trainings Attended (Average per Employee)	2	4	3	2
Skill Improvement (Scale 1-10)	7.0	8.0	7.8	8.0

Based on KPI data from PT. Zurich Insurance for 2020-2023, the company showed significant improvement in performance in 2021 across key areas such as employee attendance reaching 94%, increased productivity, and better work quality. However, despite the positive results, negative impacts such as stress and fatigue arising from the pressure to maintain or improve performance need to be addressed.

Investing in employee development, including training and skill improvement, contributes to their loyalty and commitment. However, it is important for the company to maintain a balance between achieving results and ensuring employee well-being for long-term success. A strong organizational culture and high work motivation play an important role in improving employee performance. Focusing on achieving results can motivate employees, but if not balanced with attention to their well-being, it can cause stress that negatively affects performance.

In 2021, PT Zurich Insurance in Tangerang demonstrated outstanding performance based on Key Performance Indicators (KPI), with a primary focus on achieving results. Pre-survey data showed that the results orientation indicator had the highest percentage (24%), reflecting the company's emphasis on productivity and employee efficiency. Previous research supports the view that a results-oriented approach can enhance motivation and the company's competitiveness. However, excessive pressure to achieve results can lead to stress and neglect other critical aspects, such as innovation and teamwork. Meanwhile, employee motivation is also a crucial focus. Pre-survey data on motivation revealed that the self-actualization need had the highest percentage (28%), highlighting the importance of self-development in enhancing employee creativity and innovation. Nevertheless, attention to basic needs, such as security and recognition, is also necessary to create a balanced work environment.

PT Zurich Insurance implements the HERE organizational culture (Honesty, Excellence, Respect, Enthusiasm), but pre-survey results indicated challenges in applying this culture, particularly regarding discipline and empathy among employees. Issues such as system disruptions and inadequate work facilities also hinder employee performance. In conclusion, organizational culture and work motivation play a vital role in shaping

employee performance. This study aims to analyze the influence of organizational culture and work motivation on employee performance at PT Zurich Insurance in Tangerang, with the goal of providing recommendations to improve employee effectiveness and well-being.

2. METHODS

This study aims to explore the issues related to the influence of organizational culture and work motivation on employee performance at PT. Zurich Insurance in Tangerang. The research method used is quantitative research with an associative approach. Quantitative research is systematic, planned, and clearly structured. According to Sugiyono (2020), this method is based on the philosophy of positivism and is used to study a specific population or sample. The associative approach is employed to understand the influence or relationship between two or more variables, enabling the development of theories to explain, predict, and control specific phenomena. In this study, the author uses a survey method to gather facts from emerging phenomena and obtain factual information. Data is collected by providing structured and systematic questions or statements to a specific group of respondents. The data obtained is then recorded, processed, and analyzed. This research is conducted at PT. Zurich Insurance in Tangerang, located in the Sutera Niaga I Complex, Alam Sutera, Tangerang. The research period is from September 2024 to February 2025.

The operational variables in this study include two independent variables and one dependent variable. The first independent variable is organizational culture, which is defined as the values or behavioral norms accepted collectively by members of the organization as the rules of conduct within the organization. The second independent variable is work motivation, which is the driving force that motivates a person to act, either internally or externally. The dependent variable in this study is employee performance, which measures an individual's work results in carrying out their tasks according to the responsibilities assigned to them. The population for this study consists of all employees of PT. Zurich Insurance in Tangerang, totaling 73 people. The sample is taken using the saturated sampling technique, where the entire population is used as the sample.

3. RESULT AND DISCUSSION

A. Descriptive Statistics

This study uses organizational culture and work motivation as independent variables, and employee performance as the dependent variable. For data analysis, a weighting method based on the Likert scale with five response options for each statement was used. The scores obtained from the respondents were then summed and analyzed descriptively to describe the variables being studied. The scale range used for each variable was set to interpret the results, determining whether they were considered good or not.

Respondents' assessments of the organizational culture variable showed positive results on most indicators. For instance, in terms of innovation and risk-taking, most respondents expressed their willingness to contribute ideas related to performance evaluation. In terms of attention to detail, the majority of respondents showed alertness in noticing everything happening in the work area and carefully considering the details of their tasks. Regarding results orientation, most respondents also showed a desire to remain focused on their tasks and deliver good results according to the given directions. On the other hand, the team and group orientation indicator showed a high average score, with many respondents feeling that cooperation among team members was highly valued and considered. Overall, the organizational culture at PT Zurich Insurance received a positive evaluation, with an average score of 3.75, falling into the "good" category.

For the work motivation variable, the evaluation showed that the majority of respondents felt that the salary offered met their expectations, and that a comfortable work environment influenced their comfort and productivity. Regarding job security, many respondents felt confident that the company provided adequate protection for their job security. The social aspect also received good ratings, with respondents feeling that leadership involved employees in decision-making processes concerning their interests. In terms of recognition, most respondents felt appreciated for their contributions and considered that such recognition impacted their motivation and performance. The self-actualization need also received positive responses, where respondents felt that their work provided opportunities to develop skills and achieve career goals. The average score for work motivation was 3.92, also in the "good" category.

Regarding the performance variable, the analysis results showed that the majority of respondents felt they were given opportunities to develop their potential in line with their job roles, although the quality of their work was not fully in accordance with the company's standards. In terms of work quantity, respondents felt that the amount of work aligned with their job description, and they made efforts to increase productivity by meeting or exceeding the expected targets. Task and responsibility execution was also rated positively, with respondents showing dedication and discipline in completing tasks within the given time frame. Initiative in proposing new

ideas to improve work outcomes also showed good scores, with many respondents actively seeking ways to increase efficiency in their work. Cooperation among colleagues received positive evaluations, with respondents feeling that good communication and team collaboration could improve their performance. Overall, employee performance at PT Zurich Insurance received an average score of 3.87, which also falls into the "good" category.

B. Classic Assumption Test

1. Normality Test

Table 2. One Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		73
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.01902148
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.066
Test Statistic		.094
Asymp. Sig. (2-tailed)		.179 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Normality testing is conducted to determine whether the dependent and independent variables in the regression model have a normal distribution. A good regression model is one where the data is normally distributed or approximately normal. To verify if this assumption is met, the residuals from the dependent variable are measured. In this study, normality was tested using the Kolmogorov-Smirnov Test, comparing the obtained significance value with 0.050. Data can be considered normally distributed if the significance value is greater than 0.05 (sig > 0.05). On the other hand, if the Kolmogorov-Smirnov test results show a significance value lower than 0.05, the data is considered non-normal. The normality test results showed a significance value of $\alpha = 0.179$, which is greater than 0.050, indicating that the data in this study is normally distributed.

2. Multicollinearity Test

Multicollinearity testing is used to determine if there is correlation between the independent variables. In multiple linear regression, independent variables should not be correlated with each other.

Table 3. Multicollinearity Test

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	3.504	3.634		.964	.338		
Organization Culture	.317	.086	.326	3.677	.000	.595	1.680
Work Motivation	.611	.094	.573	6.469	.000	.595	1.680

a. Dependent Variable: Employee Performance

The results of multicollinearity testing can be assessed through tolerance and VIF values. Variables are considered to not have multicollinearity if the tolerance value is greater than 0.1 and the VIF is less than 10. Based on the test results, the tolerance value is 0.595 and the VIF is 1.680, indicating that the variables do not experience multicollinearity, allowing the data to be used for multiple linear regression analysis.

3. Autocorrelation Test

Autocorrelation testing is used to detect correlation between sample members. In this study, the Durbin-Watson (DW) test was used. According to the guidelines, if the Durbin-Watson value is between 1.550 and 2.460, there is no autocorrelation.

Table 4. Autocorrelation Test

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.820 ^a	.673	.663	5.090	1.857	

a. Predictors: (Constant), Work Motivation, Organization Culture
 b. Dependent Variable: Employee Performance

The test results show a Durbin-Watson value of 1.857, indicating that there is no autocorrelation, making the data safe for use in multiple linear regression analysis.

4. Heteroscedasticity Test

Table 5. Heteroscedasticity Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	6.174	2.387		2.586	.012
Organization Culture	.049	.057	.131	.864	.391
Work Motivation	-.099	.062	-.244	-1.602	.114

a. Dependent Variable: RES2

Heteroskedasticity testing is conducted to determine whether there is unequal variance of residuals in the regression model. One method of detecting heteroskedasticity is the Glejser test, which checks whether the variance of residuals is different across observations. If the significance value is greater than 0.05 (sig > 0.05), there is no heteroskedasticity. Based on the test results, the variables of organizational culture (X1) and work motivation (X2) show significance values of 0.391 and 0.114, respectively, both greater than 0.05. This indicates that there is no heteroskedasticity in the regression model. Additionally, observations of the scatterplot graph do not show a clear pattern of dispersion, which further indicates that there are no heteroskedasticity issues in this regression model, making the model valid for research.

C. Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
	B	Std. Error	Beta	t	Sig.		
1 (Constant)	3.504	3.634		.964	.338		
Organization Culture	.317	.086	.326	3.677	.000	.595	1.680
Work Motivation	.611	.094	.573	6.469	.000	.595	1.680

a. Dependent Variable: Employee Performance

Based on the regression equation $Y = 3.504 + 0.317 X1 + 0.611 X2$, the interpretation is as follows:

1. The constant value of 3.504 indicates that if the variables organizational culture (X1) and work motivation (X2) are not considered, the employee performance (Y) would be 3.504 points.
2. The coefficient for the organizational culture variable (X1) is 0.317, meaning that if the work motivation variable does not change, the organizational culture will have an effect of 0.317 points on performance. Based on the table above, it is shown that for the organizational culture variable, the t-calculated value is greater than the t-table value ($3.677 > 1.993$). This is further supported by a significance value of less than 0.050 ($0.000 < 0.050$). Therefore, H0 is rejected, and Ha1 is accepted, indicating that there is a significant partial influence of organizational culture on employee performance at PT Zurich Insurance in Tangerang.
3. The coefficient for the work motivation variable (X2) is 0.611, meaning that if the organizational culture variable does not change, work motivation will have an effect of 0.611 points on performance. Based on the table above, it is shown that for the work motivation variable, the t-calculated value is greater than the t-table value ($6.469 > 1.993$). This is further supported by a significance value of less than 0.050 ($0.000 < 0.050$). Therefore, H0 is rejected, and Ha2 is accepted, indicating that there is a significant partial influence of work motivation on employee performance at PT Zurich Insurance in Tangerang.

This shows that both organizational culture and work motivation positively influence employee performance, with work motivation having a slightly stronger effect.

Table 7. F Tests

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3726.525	2	1863.263	71.912	.000 ^p
Residual	1813.722	70	25.910		
Total	5540.247	72			

a. Dependent Variable: Kinerja_Karyawan
b. Predictors: (Constant), Motivasi_Kerja, Budaya_Organisasi

Based on the results in the table above, the calculated F-value is greater than the F-table value ($71.912 > 3.130$), further supported by a significance level of less than 0.050 ($0.000 < 0.050$). Therefore, it can be concluded that organizational culture (X1) and work motivation (X2) simultaneously influence employee performance (Y). As a result, H03 is rejected and Ha3 is accepted, indicating a significant simultaneous influence of organizational culture and work motivation on employee performance at PT Zurich Insurance in Tangerang.

D. Discussion

This study discusses the significant relationship between organizational culture, work motivation, and employee performance at PT Zurich Insurance Group Tangerang, supported by various relevant previous research. Organizational culture plays an important role in driving employee performance by providing a framework of values applied within the company. Principles such as honesty, excellence, respect, and enthusiasm create a conducive work environment for collaboration and innovation. This study finds that a strong organizational culture can enhance employee productivity, although its implementation must be adjusted to the specific conditions and characteristics of each organization.

These findings align with prior research by Lili Sularmi and Nurul Hikmah Apriyanti (2019), which states that organizational culture significantly affects employee performance. However, the impact can differ depending on the organization’s structure and specific needs. Additionally, Sigit Utomo and Nur Widiastuti (2023) emphasize that an effective organizational culture must consider the internal and external dynamics of the company to ensure successful implementation. In addition to organizational culture, work motivation is also a key variable in improving employee performance. Motivation provides the drive that encourages employees to commit to and fully engage in their work. Factors such as recognition of contributions, job security, and opportunities for self-development are proven to significantly contribute to increased work motivation. This study finds that appropriate motivation strategies can boost productivity and employee satisfaction.

Previous research by Siti Abdillah Nurhidayah et al. (2023) reinforces these findings, showing that recognition and acknowledgment are crucial elements in maintaining employee motivation levels. Furthermore, similar findings by Suci Yolanda Wulan (2022) and Mia Sumiati (2019) highlight that effective motivation strategies must be tailored to the conditions and specific needs of the company, emphasizing the importance of adapting strategies for each organization. This study also reveals that organizational culture and work motivation have a greater impact when combined. The synergistic relationship between these two factors creates a more productive and efficient work environment. These results are consistent with research by Laras Tri Saputri et al., which shows that combining a strong organizational culture with effective motivation strategies can drive optimal work outcomes. However, research by Ida Ayu Brahmasari and Robertus Gita suggests that the impact of organizational culture and work motivation may vary depending on the specific context of the organization. This highlights the need for companies to be flexible in adapting their strategies to align with the needs and challenges they face.

The implications of this research for corporate management are significant. PT Zurich Insurance should strengthen the implementation of organizational culture by embedding core values consistently throughout the organization. Additionally, the company is advised to design motivation policies that support employee well-being, enhance engagement, and foster innovation in work processes. Investing in employee development is also a primary recommendation. Training, recognition of performance, and adequate workplace facilities can help sustain motivation and improve employee performance. Support for work-life balance is equally important to maintain employee well-being amid high work demands. Moreover, promoting team collaboration and innovation can be a strategic step in creating synergy in the workplace. By fostering an inclusive work culture, companies can encourage creativity and work efficiency, ultimately positively impacting overall productivity.

This study provides a significant contribution to human resource management literature by emphasizing the importance of flexibility in implementing organizational strategies. By aligning their approaches to employee

needs and business challenges, companies can achieve business sustainability while maintaining workforce well-being. This study concludes that organizational culture and work motivation are two fundamental pillars supporting employee performance. Their combination has a greater impact than their individual influence. PT Zurich Insurance can leverage these findings to continue improving employee performance and ensure business sustainability in an increasingly competitive environment. This underscores that an integrated and contextual strategy is the key to organizational success in the modern era.

4. CONCLUSION

This study examines the influence of organizational culture and work motivation on employee performance at PT Zurich Insurance, Tangerang. The results show that the organizational culture, guided by principles such as honesty, excellence, respect, and enthusiasm, plays a vital role in enhancing employee performance. Aspects such as results orientation, attention to detail, and teamwork received positive feedback from respondents, although challenges remain, including a lack of discipline and empathy, as well as technical issues in the work system. Work motivation also emerges as a crucial factor in supporting employee productivity. Respondents appreciated recognition for their contributions, a comfortable work environment, job security, and opportunities for self-development, which foster their engagement in achieving the company's goals. In terms of performance, employees demonstrated high dedication, productivity aligned with job descriptions, and initiatives to improve efficiency. Regression analysis indicates that organizational culture and work motivation significantly influence employee performance, with both complementing each other in achieving optimal outcomes. This study underscores the importance of continuously strengthening organizational culture and enhancing work motivation through adequate facilities, support for work-life balance, and promoting teamwork and innovation. With an integrated strategy, PT Zurich Insurance can maintain employee well-being while achieving business sustainability in an increasingly competitive market.

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