

The Influence of Change Management, Leadership, Corporate Culture on Employee Performance through Work Motivation at PT BPR Buduran Deltapurnama

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Abstract

Human resource management and factors such as change management, leadership, and corporate culture play a crucial role in enhancing employee performance through increased motivation. PT BPR Buduran Deltapurnama must focus on these factors to address challenges in the banking industry and maintain competitiveness. The aim of this study is to analyze the influence of change management, leadership, and corporate culture on employee performance through work motivation among the employees of PT BPR Buduran Deltapurnama. This research employs a quantitative approach with a hypothesis testing design. The respondents consist of all 100 employees of PT BPR Buduran Deltapurnama. Data analysis techniques utilize SEM PLS. Employee performance at PT BPR Buduran Deltapurnama can be significantly improved through effective leadership, a strong corporate culture, and efficient change management.

Keywords

Change Management;
Corporate Culture; Employee
Performance; Leadership;
Work Motivation



I. Introduction

Competition in the banking sector is increasingly fierce, requiring continuous innovation to achieve victory in the competition. The banking world is an arena that is always dynamic and continues to develop, including increasing activities in opening branch offices, expanding market segments, and the emergence of new banks that are ready to compete with the established ones (Arifana, 2015). Companies are expected to experience changes in internal strategies and face changes in the external environment (Firdaus & Hasanah, 2018). If the company's resources are not managed properly, negative impacts can arise such as a decline in the company's performance and performance, as well as difficulty in achieving the company's targets and goals (Isnaeni et al., 2023).

Based in Sidoarjo, East Java, PT BPR Buduran Delta Purnama is a rural credit bank. The development of digital and information technology has changed customer behavior and expectations. In addition, tight competition from fintech also requires banks to adapt to remain competitive. The performance of PT BPR Buduran Deltapurnama employees must continue to improve over time. The achievements of these employees are one of the assets for the company, reflecting individual achievements in completing tasks given to achieve work goals (Suardi, 2019).

Several studies at PT BPR Buduran Deltapurnama have previously been conducted, providing an explanation that at the Conventional BPR in Sidoarjo, there are obstacles in implementing the remuneration grading system, where incentives are given to employees without considering the length of service, but rather based on the operational results of the month (Hariasih & Sumartik, 2018).

In the midst of these conditions, PT BPR Buduran Deltapurnama needs to make various changes and adjustments in order to survive. Because they guarantee optimal employee performance, reliable knowledge, and capabilities for each work unit, human resources are very important for business success. Obtaining high-quality resources can increase staff productivity by strengthening corporate culture and increasing motivation. In this context, research shows that in Indonesia, employee performance has not yet reached optimal levels, as seen from performance achievements that have not reached 100% (Hariasih & Sumartik, 2018). Through work motivation, this study investigates how corporate culture, leadership, and change management affect employee performance at PT BPR Buduran Deltapurnama.

This study fills the knowledge gap in previous research by emphasizing the important influence of change management factors on employee performance (Hariasih et al., 2018; Rosdyanti & Suwanto, 2020; Tampubolon, 2020). Research shows that employee performance is greatly influenced by leadership (Adiyasa & Windayanti, 2019); Fahrurroji et al., 2018). Organizational Culture (Corporate Culture) is a variable used supported by research that shows its influence on Employee Performance (Hariasih & Sumartik, 2018; Isnaeni et al., 2023). This study uses work motivation as an intervening variable, which is supported by research showing that change management is a dependent variable (Arifana, 2015; Firdaus & Handriyono, 2018); Arifa & Muhsin, 2018), Leadership (Dumanauw et al., 2018); Kojo et al., 2019; Menda et al., 2018; (Harahap, 2020) and Corporate Culture (Arifin et al., 2019; Mzuizu et al., 2019; Susanta et al., 2013); (Hariasih & Sumartik, 2018) which shows significant results on work motivation.

II. Research Methods

2.1 Types of research

This study examines the causal relationship between variables using quantitative methods and hypothesis testing. To test the hypothesis, this study looks at corporate culture, leadership, and change management at PT BPR Buduran Deltapurnama, East Java, as independent variables. With a broad scope and covering a variety of issues to be investigated, the population is a collection of various things to be examined, including samples, institutions, people, regions, groups, and other aspects (Hariasih & Sumartik, 2018; Hariasih et al., 2018). Employee performance and motivation at work are the dependent variables of this study. Quantitative methods were applied to evaluate the research variables and analyze statistical data. A total of 100 workers at PT BPR Buduran Deltapurnama in Sidoarjo, East Java, participated in this study, which included measurement scales and questionnaires. Due to the very small population size, a saturated sampling approach was used to identify the sample. After collection, the data underwent statistical processing. This study aims to evaluate the theory and improve worker performance.

2.2 Operational Definition

Change management, leadership, corporate culture, employee performance, and work motivation are five factors examined in this study. Employee performance is the dependent variable, while change management, leadership, and corporate culture are the independent variables.

1. Change Management (X1)

Change management is the means, methods and techniques used to address the overall consequences arising from change within an organization (Kojo et al., 2019; and Wibowo, 2021). explains that the indicators of Change Management are as follows (Menda et al., 2018):

- a. Changes in organizational structure: preparation and understanding of change planning and evaluation of employee performance at PT Buduran Dseltapurnama.
- b. Technological changes: by continuing to adapt to technological developments so that PT BPR Buduran Deltapurnama employees can upgrade themselves.
- c. Changes in individuals: the company must ensure that PT BPR Buduran Deltapurnama employees are ready to face changes and are able to adapt quickly.

2. Leadership (X2)

In addition to facilitating efforts to help people and organizations achieve common goals, leadership requires persuading others to understand and agree on actions essential to effective work completion (Safitri, 2018 and (Cartono, 2011). The following are signs of leadership:

- a. Decision Making Skills: gathering information to identify existing problems.
- b. Motivational Ability: the ability to inspire others to achieve the same goals.
- c. Communication Skills: Speaking effectively makes the person we are talking to focus on everything we say.
- d. Ability to Control Subordinates: Develop strategies for recovery at each level of ability and progress of each subordinate who works.
- e. Responsibilities: motivating and driving employee performance to produce output that is profitable for the company.

3. Corporate Culture (X3)

Corporate culture or corporate culture can be interpreted as a set of values and actions that form the basis for a company in managing its business operations (Sabrina et al., 2023 and Menda et al., 2018). indicators of Organizational Culture (Corporate Culture) are as follows:

- a. Innovation: The use of contemporary technology makes a significant contribution to the discovery process.
- b. Results orientation: by carrying out promotions throughout the region in order to increase the company's profits.
- c. People orientation: Evaluation to assess the appropriate and correct attitudes or views that underlie such thoughts, concerns, or tendencies.
- d. Team orientation: thinking quickly and precisely about an activity that produces good and effective problem solutions.

4. Work Motivation (Z)

The internal drive that drives workers to work according to the goals set by the organization is known as work motivation (Shifak et al., 2022). The following are markers of work motivation:

- a. Hard work: diligent and persistent in every job that exists in the company.
- b. Task orientation and seriousness of tasks: carrying out work in accordance with the SOP provided by the company and seriously carrying out the work of each employee.
- c. Efforts to progress: willing to learn new things within the company.
- d. Diligence in work: not being lazy – no matter what and always doing the job no matter what.
- e. Relationship with co-workers: create a positive work environment so that relationships with other employees are good and conducive.

5. Employee Performance (Y)

Performance can be measured by the extent to which tasks are successfully carried out and the ability to achieve predetermined goals (Sabrina et al., 2023 and Robbins, 2015). The following metrics can be used to measure staff performance:

- a. Quality of Work: Workers are required to meet the company's requirements for high quality work and complete their tasks on time.
- b. Quantity: If employees carry out their duties and obligations according to the specified time, the company's performance will be assessed.
- c. Punctuality: by always completing work on time to help develop a responsible attitude.
- d. Effectiveness: by doing work effectively to have a positive impact on the company.

2.3 Data Analysis Techniques

Structural Equation Modeling Partial Least Squares (SEM-PLS) data analysis technique is a statistical method used to analyze complex relationships between latent variables. SEM-PLS is suitable for research involving theoretical models with many variables that are difficult to observe directly and using data that does not have to meet the assumption of multivariate normality.

III. Results and Discussion

3.1 Descriptive Statistics

Based on the results of distributing the questionnaires for each variable element, descriptive statistical descriptions were used to characterize the answers.

3.2 Description of respondents by gender

Gender identification of 100 respondents is shown in Table 1.

Table 1. Respondent Identity by Gender

| Gender | Amount | Percentage(%) |
|--------|--------|---------------|
| Man | 55 | 55 |
| Woman | 45 | 45 |
| Total | 100 | 100.00% |

Source: processed data.

There are around 55 men and 45 women working at PT. BPR Buduran Deltapurnama, based on Table 1, there is no apparent gender gap.

3.3 Description of respondents based on education group

According to table 2, the majority (65%) have a bachelor's degree, followed by 20 (20%) diploma degrees and 15 (15%) postgraduate degrees.

Table 2. Respondent Identity According to Education

| No | Position | Amount (person) | Percentage (%) |
|----|----------|--------------------|-------------------|
| 1 | D3 | 20 | 20 |
| 2 | S1 | 65 | 65 |
| 3 | S2 | 15 | 15 |
| | Total | 100 | 100 |

Source: processed data.

Bachelor's degree graduates are the majority of respondents at PT. BPR Buduran Deltapurnama. Their educational background is important for their jobs because it allows them to specialize in certain fields based on their school majors.

3.4 Description of respondents by age group

Table 3 provides a description of staff attributes by age.

Table 3. Employee Characteristics Based on Age

| Age | Frequency | Percentage (%) |
|-------------|-----------|----------------|
| 21-30 years | 12 | 12 |
| 31-40 years | 44 | 44 |
| 41-50 years | 32 | 32 |
| >50 years | 12 | 12 |
| Amount | 100 | 100.0 |

Source: processed data

Table 3 shows that the 44 personnel aged between 31 and 40 years are in their productive age, have the enthusiasm, experience and construction and electrical knowledge required to meet the institution's objectives.

3.5 Data analysis PLS Model

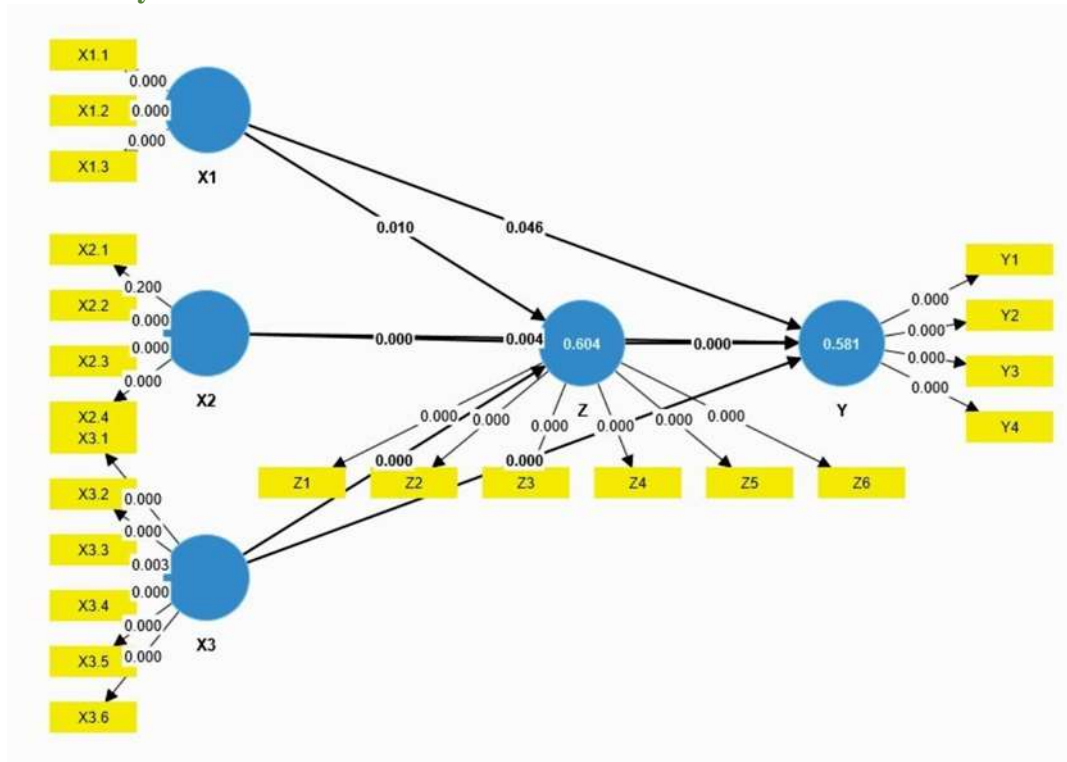


Figure 1. PLS Model

The factor loading values, path coefficients, and exogenous factors such as employee performance are shown in the PLS output figure. Employee satisfaction is a mediating variable, while endogenous characteristics such as leadership and change management are

exogenous variables. Above the variable-to-variable arrows, the magnitude of these variables is shown.

3.6 Validity Test (Outer Model)

Table 4. Factor Loading Values

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--------------|---------------------|-----------------|----------------------------|------------------------|----------|
| X.1.1 -> X.1 | 0.834 | 0.839 | 0.053 | 15.852 | 0.000 |
| X.1.2 -> X.1 | 0.821 | 0.806 | 0.093 | 8.832 | 0.000 |
| X.1.3 -> X.1 | 0.675 | 0.655 | 0.128 | 5.266 | 0.000 |
| X.2.1 -> X.2 | 0.655 | 0.636 | 0.129 | 6.281 | 0.000 |
| X.2.2 -> X.2 | 0.744 | 0.733 | 0.079 | 9.359 | 0.000 |
| X.2.3 -> X.2 | 0.602 | 0.579 | 0.136 | 4.429 | 0.000 |
| X.2.4 -> X.2 | 0.838 | 0.837 | 0.041 | 20.645 | 0.000 |
| X.3.1 -> X.3 | 0.645 | 0.602 | 0.161 | 4.000 | 0.000 |
| X.3.2 -> X.3 | 0.613 | 0.569 | 0.166 | 3.694 | 0.000 |
| X.3.3 -> X.3 | 0.418 | 0.416 | 0.142 | 2.952 | 0.003 |
| X.3.4 -> X.3 | 0.513 | 0.481 | 0.135 | 3.789 | 0.000 |
| X.3.5 -> X.3 | 0.515 | 0.510 | 0.089 | 5.784 | 0.000 |
| X.3.6 -> X.3 | 0.621 | 0.635 | 0.092 | 6.761 | 0.000 |
| Y1 -> Y | 0.793 | 0.796 | 0.044 | 17.985 | 0.000 |
| Y2 -> Y | 0.688 | 0.682 | 0.075 | 9.133 | 0.000 |
| Y3 -> Y | 0.698 | 0.696 | 0.083 | 8.423 | 0.000 |
| Y4 -> Y | 0.652 | 0.644 | 0.087 | 7.454 | 0.000 |
| Z1 -> Z | 0.792 | 0.793 | 0.046 | 17.215 | 0.000 |
| Z2 -> Z | 0.533 | 0.530 | 0.111 | 4.793 | 0.000 |
| Z3 -> Z | 0.505 | 0.498 | 0.124 | 4.063 | 0.000 |
| Z4 -> Z | 0.490 | 0.482 | 0.114 | 4.310 | 0.000 |
| Z5 -> Z | 0.785 | 0.790 | 0.045 | 17.408 | 0.000 |
| Z6 -> Z | 0.638 | 0.636 | 0.076 | 8.444 | 0.000 |

Source: Processed Data (2024)

The validity test with external loading has been fulfilled, indicating the possibility of conducting additional testing, based on the External Loading Table which shows that all indicators have good validity because the loading factor is 0.50 or more.

With a recommended minimum value of 0.50, the Average variation Extracted (AVE) value is an important measurement model that shows the variation of indicators in latent variables, which makes it more important than composite reliability.

Table 5. Average Variance Extracted (AVE)

| | Average Variance Extracted (AVE) |
|--------------------------|----------------------------------|
| Change Management (X1) | 0.608 |
| Leadership (X2) | 0.705 |
| Corporate Culture(X2) | 0.604 |
| Work Motivation (Z) | 0.620 |
| Employee Performance (Y) | 0.613 |

All constructs have potential validity for additional testing because their AVE values are more than 0.50.

3.7 Reliability Test

The indicator of the reliability of the measuring instrument is called composite reliability. This indicator shows the reliability of the measuring instrument if the findings produced tend to be constant when used repeatedly to assess the same symptoms, which indicates the consistency of the instrument in the same symptoms.

Table 6. Data Reliability

| | Cronbach's Alpha | rho_A | Composite Reliability |
|-------------------------------|------------------|-------|-----------------------|
| Change Management (X1) | 0.701 | 0.761 | 0.822 |
| Leadership (X2) | 0.793 | 0.827 | 0.897 |
| <i>Corporate Culture</i> (X2) | 0.773 | 0.791 | 0.802 |
| Work Motivation (Z) | 0.758 | 0.782 | 0.819 |
| Employee Performance (Y) | 0.787 | 0.741 | 0.829 |

Source: Processed Data, 2024

Construct reliability is measured based on the composite reliability value; a score greater than 0.70 indicates consistency in assessing the latent variables of the construct. Based on the test results, the research constructs of employee performance, work motivation, leadership, and change management are reliable because the composite reliability value exceeds 0.7.

3.8 Structural Model Testing (Inner Model)

Internal model testing is used to see the R-square of the research model, significant values, and correlations between variables. This helps in formulating hypotheses regarding customer satisfaction issues. The t-test statistical test is used for hypothesis testing along with bootstrap resampling techniques. Structural model testing shows the testing of the internal model in the equation between latent variables using the R-square value, model fit test.

Table 7. R-Square

| | R Square | R Square Adjusted |
|-------------------------|----------|-------------------|
| Employee Performance Y) | 0.581 | 0.564 |
| Work Motivation (Z) | 0.604 | 0.592 |

Source: Processed Data, 2024.

The model accounts for 58.60% of work motivation, while errors and other factors (other than leadership and change management) account for the remaining 41.40%. Change management and leadership have a 68.60% impact on work motivation, while other factors have a 41.10% impact. The R2 value is 0.586, The model accounts for 66.50% of employee performance, while errors and other factors (other than change management, leadership, and work motivation) account for the remaining 33.50%. This shows that these factors account for 66.50% of the impact on employee performance, while other factors account for the remaining 33.50%.

3.9 Results from Inner Weights

a. Direct Influence

Table 8. Direct Influence (Inner Weights)

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---------|---------------------|-----------------|----------------------------|------------------------|----------|
| X1 -> Y | 0.172 | 0.171 | 0.086 | 2,000 | 0.046 |
| X2 -> Y | 0.323 | 0.326 | 0.113 | 2,856 | 0.004 |
| X3->Y | 0.539 | 0.557 | 0.103 | 5.244 | 0.000 |
| Z -> Y | 0.422 | 0.420 | 0.116 | 3,638 | 0.000 |

Source: Processed Data, 2024

From the direct influence table above, it can be concluded that the hypothesis:

1. Change management has a significant positive effect on Employee performance with a T Statistics value of 2,000 where the p-value = 0.046 is smaller than the α value = 0.05 (5%)
2. Leadership has a significant positive influence on Employee performance with a T Statistics value of 2,856 where the p-value = 0.004 is smaller than the α value = 0.05 (5%)
3. Corporate Culture has a significant positive effect on employee performance with a T Statistics value of 5.244 where the p-value = 0.000 is smaller than the α value = 0.05 (5%)
4. Work motivation has a significant positive effect on employee performance with a T Statistics value of 3.638 where the p-value = 0.000 is smaller than the α value = 0.05 (5%)

b. Indirect Influence

In the total effects table for hypothesis testing with mediating variables, modeling allows identification of direct and indirect effects, including the mediating variable.

Table 9. Indirect Effect

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-------------|---------------------|-----------------|----------------------------|------------------------|----------|
| X1 -> Z > Y | 0.173 | 0.176 | 0.068 | 2,911 | 0.006 |
| X2 -> Z > Y | 0.175 | 0.177 | 0.064 | 2,726 | 0.006 |
| X3 -> Z > Y | 0.152 | 0.154 | 0.059 | 2,597 | 0.009 |

Source: Processed Data, 2023.

From the indirect influence table above, it can be concluded that the hypothesis:

1. Change management has a significant effect on employee performance through work motivation with a T Statistics value of 2,911 where the p-value = 0.006 is smaller than the α value = 0.05 (5%)
2. Leadership has a significant influence on employee performance through work motivation with a T Statistics value of 2,726 where the p-value = 0.006 is smaller than the α value = 0.05 (5%)
3. *Corporate Culture* has a significant influence on Employee Performance through Work Motivation with a T Statistics value of 2,597 where the p-value = 0.009 is smaller than

the α value = 0.05 (5%)

c. Sobel Test

The Sobel Test is intended to answer research problems regarding the indirect influence of endogenous variables consisting of the Influence of Change Management (X1) and Leadership (X2), Corporate Culture (X3) on the exogenous variable Employee Performance (Y) through the intervening variable Work Motivation (Z). The calculation results for each variable can be detailed as follows.

d. The Influence of Change Management on Employee Performance through Work Motivation

The Sobel formula is used to calculate the mediation effect between the dependent variable and the intervening variable. The following is a summary of the results of the two tests:

$$\begin{aligned} a &= 0.172 & b &= 0.422 \\ Sa &= 0.086 & Sb &= 0.116 \end{aligned}$$

Multiplying the influence of work motivation on employee performance produces an indirect coefficient of change management on employee performance.

$$\begin{aligned} Ab &= a.b \\ &= 0.172 \times 0.422 = 0.0725 \end{aligned}$$

Multiplying the impact of change management on work motivation yields the indirect standard error of change management on employee performance.

$$\begin{aligned} Sat &= \sqrt{b^2 Sa^2 + a^2 Sb^2} \\ &= \sqrt{(0.422)^2 (0.086)^2 + (0.172)^2 (0.116)^2 + (0.086)^2} \\ &= 0.00173 \end{aligned}$$

The t-test value obtained is as follows:

$$\begin{aligned} t &= ab/Sat \\ &= 0.0725/0.00173 \\ &= 41.84 \end{aligned}$$

The t-value of 41.84 indicates that change management indirectly affects employee performance through work motivation, supporting the hypothesis with substantial mediation parameters.

d. The Influence of Leadership on Employee Performance through Work Motivation

The results of both tests were summarized, and the mediation effect between the dependent variable and the intervening variable was confirmed using the Sobel formula.

$$\begin{aligned} a &= 0.323 & b &= 0.422 \\ Sa &= 0.113 & Sb &= 0.116 \end{aligned}$$

By multiplying the influence of leadership on work motivation by the influence of work motivation on employee performance, the indirect coefficient of leadership on employee performance can be obtained.

$$\begin{aligned} Ab &= a.b \\ &= 0.323 \times 0.422 = 0.1363 \end{aligned}$$

By multiplying the impact of work motivation by the impact of employee performance, one can determine the indirect standard error of leadership on employee performance.

$$\begin{aligned} Sat &= \sqrt{b^2 Sa^2 + a^2 Sb^2} \\ &= \sqrt{(0.422)^2 (0.113)^2 + (0.323)^2 (0.116)^2 + (0.113)^2} \end{aligned}$$

$$(0.116)^2$$

$$= 0.0037$$

The t-test value obtained is as follows:

$$t = ab/Sat$$

$$= 0.1363/0.0037$$

$$= 36.80$$

The hypothesis stating that the leadership variable has an indirect influence on employee performance through work motivation is supported by a t value of 36.80 which is greater than 1.989 and indicates a large mediation parameter.

e. The Influence of Corporate Culture on Employee Performance through Work Motivation

The following summary summarizes the findings of the investigation of the mediation effect between the dependent variable and the intervening variable using the Sobel formula.

$$a = 0.539 \quad b = 0.422$$

$$Sa = 0.103 \quad Sb = 0.116$$

Multiplying the influence of work motivation by the influence of corporate culture produces an indirect coefficient of corporate culture on employee performance.

$$Ab = a.b$$

$$= 0.539 \times 0.422 = 0.2274$$

By multiplying the impact of work motivation by the impact of employee performance, one can determine the indirect standard error of corporate culture on employee performance.

$$Sat = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$= \sqrt{(0.422)^2 (0, 103)^2 + (0, 539)^2 (0.116)^2 + (0, 103)^2 (0.116)^2}$$

$$= 0.0037$$

The t-test value obtained is as follows:

$$t = ab/Sat$$

$$= 0.2274/0.0037$$

$$= 38.44$$

Considering the t-value of 38.44 is higher than 1.989 and shows that corporate culture indirectly influences employee performance through work motivation, the hypothesis is accepted.

3.10 Discussion

a. The Influence of Leadership on Employee Motivation

The leadership of PT BPR Buduran Deltapurnama greatly increases staff motivation. Leadership in this case involves steps taken by leaders to influence and direct employees so that they understand and agree on the steps needed to achieve the company's goals. Employees are inspired, motivated, and given clear instructions by a good leader, which helps them perform better and deliver the best results. Effective leaders not only set goals and expectations, but also provide emotional support, guidance, and resources needed to help employees overcome challenges and achieve their targets. In addition, a good leadership style also encourages open communication, creates a collaborative work environment, and provides recognition for employee achievements, all of which contribute to improved performance (Rivai, 2014 and Firdaus et al., 2022).

Communication skills, motivational skills, and decision-making abilities all influence

the impact of leadership. Decision-making skills are the most important component of effective leadership because, as respondents agreed, incompetent leaders can lower staff morale and affect job satisfaction. This is in line with research Ratnasari et al. (2020) a positive work environment is fostered by effective leadership, which generally raises the standard of work output.

b. The Influence of Leadership on Work Motivation

Research finds these incentives encourage innovative thinking and efficient energy use, which improves work performance and helps businesses achieve their goals (Arifana, 2015), high staff motivation will improve performance and requires strong motivators from the organization, especially leaders (Fajrin & Susilo, 2018) A key factor in how leadership affects employee performance is motivation. Motivation can be enhanced by effective leadership, which offers guidance, encouragement, and support. Employees tend to be more actively engaged, show more dedication, and strive harder to achieve organizational goals when they are inspired. As a result, they use more energy and are more productive at work.

c. The Influence of Corporate Culture on Work Motivation

The work motivation of PT. BPR Buduran Deltapurnama employees has increased greatly thanks to the existence of corporate culture. This shows that corporate culture can be interpreted as a set of values and actions that are the basis for a company in managing its business operations. Innovation is strongly driven by modern technology, and a positive corporate culture encourages staff to embrace new technologies and develop effective solutions, which improves business performance and competitiveness (Saluy et al., 2022). This result is in accordance with research findings (Sianturi et al., 2021) (Widiastini et al., 2023) Strong corporate culture has a positive effect on employee motivation, indicating that a happier workplace increases motivation. When a strong corporate culture is consistently implemented, the values, norms, and behaviors expected of employees become clear.

This can be proven by the influence variables corporate culture with several indicators such as innovation, result orientation, people orientation and team orientation. The most contributing indicator is team orientation (Sabrina et al., 2023). This is supported by respondents who agree with the statement that encouraging employees to be creative and act carefully is the key to overall work (Menda et al., 2018).

d. The Influence of Work Motivation on Employee Performance

Research shows that work motivation is an important internal drive that drives individuals to achieve organizational goals and improve employee performance, which is characterized by hard work, task focus, progress, persistence, and strong relationships. The most influential indicator is hard work. Research results (Pancasila et al., 2020) also said that motivation is the process of having needs to be satisfied, meaning that when certain factors can fulfill a person's needs, the study findings support the idea that people will try their hardest to achieve organizational goals with the best possible work results (Setyawan & Satrio, 2016). Employee performance and happiness are strongly influenced by work motivation. Respondents agreed that persistence and commitment to continuous learning are important behaviors that support this impact. Employees are more likely to work diligently and persistently until a task is completed, which reinforces this Shifak et al. 2022).

e. The Influence of Change Management on Employee Performance Through Work Motivation

Research shows that effective employee change management, combined with modern technology and a creative business culture, can improve organizational performance and employee motivation. This is in line with the results of the study (Yuliana et al., 2021) motivation is an action aimed at influencing others to behave regularly. This result is in accordance with research (Setyawan & Satrio, 2016), motivation plays an important mediating role in how change management affects employee performance. As indicated by the support for this link, respondents agreed that motivation and change management are interrelated in improving employee performance. Motivation is the activity that drives routine behavior (Djaman et al., 2021).

f. The Influence of Leadership on Employee Performance through Work Motivation

Effective leadership at PT BPR Buduran Deltapurnama greatly improves employee performance. Leadership in this case involves steps taken by leaders to influence and direct employees so that they understand and agree on the steps needed to achieve the company's goals. Employees are inspired, motivated, and given clear instructions by a good leader, which helps them perform better and deliver the best results. Effective leaders not only set goals and expectations, but also provide emotional support, guidance, and resources needed to help employees overcome challenges and achieve their targets. In addition, a good leadership style also encourages open communication, creates a collaborative work environment, and provides recognition for employee achievements, all of which contribute to improved performance (Rivai & Mulyadi, 2012 and Firdaus et al., 2022).

Communication skills, motivational skills, and decision-making abilities all influence the impact of leadership. Decision-making skills are the most important component of effective leadership because, as respondents agreed, incompetent leaders can lower staff morale and affect job satisfaction. This is in line with research Ratnasari et al. (2020) a positive working environment is fostered by effective leadership, which generally raises the standard of work produced.

g. The Influence of Corporate Culture on Performance through Work Motivation

Research shows that a positive corporate culture has a significant impact on employee motivation, enabling them to perform at their best and improving overall organizational performance when superiors provide motivational support. The results of this study are in line with the opinion of (Sabrina et al., 2023) A strong company culture drives tremendous employee motivation, which can boost business success, research finds (Sagita et al., 2018) (Al-Ayyubi, 2019) Regarding how corporate culture affects employee performance, motivation is a key factor. Employee performance is greatly influenced by a strong and good culture because it increases motivation. A strong culture provides an atmosphere that supports high levels of motivation, which increases output and efficiency in the workplace. Thus, optimal employee performance can result from a good corporate culture that encourages work motivation.

V. Conclusion

Employee performance at PT. BPR Buduran Deltapurnama can be significantly improved through good leadership, strong corporate culture, and effective change management. These elements increase work motivation in addition to having a direct impact on staff performance, which increases total output and performance. This study emphasizes how important these elements are to creating a productive workplace. Thus, to overcome existing problems and improve company performance, PT BPR Buduran Deltapurnama needs to focus on human resource management through strengthening corporate culture, increasing motivation, and implementing effective leadership. This will ensure that each work unit has reliable resources, so that the implementation of company strategies and innovations can be carried out more optimally.

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