



The Influence of Organizational Culture and Work Motivation on the Performance of Msme Employees on Flamboyant Street Manado City by Job Satisfaction as an Intervening Variable

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Abstract: Human resources are fundamental to the sustainability and competitiveness of Micro, Small, and Medium Enterprises (MSMEs), particularly in Indonesia where they constitute a major segment of the economy. On Flamboyan Street in Manado City, MSMEs have experienced steady growth, yet employee performance remains a key challenge despite existing support systems. Previous studies have explored factors influencing employee performance, but limited research addresses the mediating role of job satisfaction in the relationship between organizational culture, work motivation, and performance in MSMEs. This study aims to analyze the influence of organizational culture and work motivation on employee performance, with job satisfaction as an intervening variable. Utilizing a quantitative approach with a saturated sample of 110 MSME employees, the study found that work motivation significantly affects both job satisfaction and performance. In contrast, organizational culture had no significant direct or mediated effect. Job satisfaction was shown to significantly influence performance and partially mediate the effect of work motivation on performance. The study provides empirical validation for the importance of internal motivation over organizational cultural factors in MSMEs, emphasizing the specific socio-economic context of Manado City. These findings suggest that strategies aimed at enhancing employee performance in MSMEs should prioritize motivational drivers and the creation of satisfying work environments over cultural restructuring, offering valuable insights for local enterprise development and human resource management practices.

Keywords: Organizational Culture, Work Motivation, Job Satisfaction & Employee Performance.



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INTRODUCTION

Background

Human Resources (HR) play a very important role in the development and success of an organization, including in the Micro, Small, and Medium Enterprises (MSMEs) sector. MSMEs are the backbone of the economy of many countries, including Indonesia, because they have a significant contribution to labor absorption and economic growth. In the context of MSMEs, human resources are the key factors that determine the efficiency, creativity, and competitiveness of the business. Employees in MSMEs not only function as task implementers, but also as driving forces that bring change and innovation. Employees are more than just resources; they are assets or

capital that the organization has (Fitriani, 2023). Those who have high skills, knowledge, and passion, play an important role in realizing the vision and mission of this small business. Therefore, a good relationship between human resources and MSMEs is crucial, because the success of MSMEs is greatly influenced by the quality of the human resources in them. With proper human resource management, MSMEs can develop more optimally and face increasingly competitive market challenges. Trained and motivated employees not only increase productivity, but also play a role in creating a positive work culture, increasing innovation, and strengthening the competitiveness of MSMEs [1].

MSMEs are the most important part of economic growth because 99.9% of business actors in Indonesia are MSMEs. By 2025, Indonesia will have 64.2 million units of Micro, Small and Medium Enterprises, with the number of existing MSMEs that can increase people's income. Especially for MSME actors in North Sulawesi, namely in Manado City, MSME data in Manado City increases every year, namely in 2020 it reached 23,375 and in 2021 it reached 24,480, with this data showing that the economic level in Manado City is increasing, this data is sourced from Manado City statistical data. Data from the Manado City Statistics Agency shows that in the 2020-2024 period, the number of labor force continues to increase, while the number of people who are not part of the labor force continues to decrease. Likewise, the unemployment rate has decreased every year. In 2020, the unemployment rate was recorded at 13.88%, and continues to decline until it reaches 8.73% in 2024. The decrease in the unemployment rate is due to the growing number of MSMEs in Manado City. Most of the MSME actors in Manado are young people, who are spread along Flamboyan Street. This place is one of the centers of activities for school children, young people, and even parents. The presence of many MSMEs in this area also creates an organizational culture phenomenon, where employees with various work motivations interact with each other and affect the performance of MSMEs on Flamboyan Street, Manado City [2].

Table 1. MSME Employee Data in Flamboyan Street, Manado City By Age

No	Years	Age 20-35	Age 36-50
1	2022	50	30
2	2023	85	25
3	2024	90	20
	SUM	245	80

Source: Primary Data Processing Results, 2024

Table 2. MSME Employee Data in Flamboyant Street Manado City By Gender and Education

No	Gender	Senior High School	Bachelor
1	Man	30	35
2	Woman	35	10
	Total	65	45

Source: Primary Data Processing Results, 2024

This study considers job satisfaction as an intervening variable. Job satisfaction is an individual's attitude toward his or her work, which can vary between individuals. A person who feels satisfied in his or her job tends to try his or her best to complete a task. Factors that affect job satisfaction include the job itself, promotion, salary, and peer support. High job satisfaction will have a positive impact on the company's progress [3].

Research Objectives

Based on the background of the above research, the purpose of this study is to:

1. To understand the influence of organizational culture on employee performance in MSMEs on Flamboyan Street, Manado City.

2. This study aims to understand the influence of work motivation on employee performance in MSMEs on Flamboyant Street, Manado City.
3. To understand how organizational culture towards job satisfaction on Flamboyant Street, Manado City.
4. To understand how work motivation affects job satisfaction on Flamboyant Street, Manado City.
5. To understand the influence of job satisfaction on employee performance in MSMEs on Flamboyant Street, Manado City.
6. To understand the influence of organizational culture on employee performance through job satisfaction as an intervening variable in MSMEs on Flamboyant Street, Manado City.
7. To understand the influence of work motivation on employee performance through job satisfaction as an intervening variable in MSMEs on Flamboyant Street, Manado City.

LITERATURE REVIEWS

Human Resource Management

According to Edwin Flippo HR is an ongoing process in the selection, development, and training of employees with the aim of maximizing their work potential [4].

Organizational Culture

According to Kusdi, culture comes from the Sanskrit language, namely buddhayah, which is a form of buddhi and dhayah (mind and intellect) is interpreted as things related to the human mind and intellect. From the material above, it emphasizes the collective aspect, that culture is the work of one's intellect. Organizational culture is a system of common meaning embraced by members of the organization, organizational culture can be interpreted as philosophy, ideology, and shared values. In English, culture comes from the word culture, which comes from the Latin word colere, which is 26 to manage and to do [5].

Work Motivation

Rivai said that work motivation is the drive that an individual has to behave or act because they want to do deeds that can achieve a goal or success. It can be concluded that motivation is a process in which needs drive a person to perform a series of activities leading to the achievement of certain goals and objectives of the organization and to fulfill some needs [6].

Employee Performance

Khaeruman et al. said that performance is the result of work achieved by a person when doing tasks assigned to that person which are done with seriousness, time, skill, and experience. The level that a person achieves or the work results of the target that must be achieved for the worker when doing his duties with the suitability of responsibilities in the period of time by assessing the comparison of the results of real work with the standard of quantity or quality [7].

Job Satisfaction

According to Tewal et al , a person has positive feelings about their job when a person's job satisfaction level is high, while a person has negative feelings about their job when someone feels dissatisfied. Job satisfaction is often associated with performance factors, that employees who have feelings of satisfaction will be more productive when compared to employees who feel dissatisfied [8].

Previous Research

Menaka, Chandrika with the title Impact of Organizational Culture on Employee Job Performance in a largescale Apparel Company (BASL-Finishing). According to research findings, organizational culture has a positive relationship with employee performance. Then, it is accepted

that organizational culture has a moderate impact on employee job performance. According to the results of the regression analysis, it can be concluded that 27% of variations in job performance are responsible for the organizational culture. It is essential to create a strong organizational culture to improve employee job performance by improving adaptability, mission, engagement, and cultural consistency. Khan, Abbasi, Waseem, Ayaz, and Ijaz with the title Impact of Training and Development of Employees on Employee Performance through Job Satisfaction: A Study of Telecom Sector of Pakistan. The results of the study show the positive impact of training and development and job satisfaction with employee performance. Training and development will lead to a higher level of job satisfaction in employees and they will fulfill their duties with many responsibilities with the best performance [9].

Ilham with the title The Influence of Organizational Culture, Work Environment, and Workload on Employee Performance at the Regional Office of the National Land Agency of North Sulawesi Province. The results of this study show that Organizational Culture partially has a positive and significant effect on employee performance, Work Environment has a positive and significant effect on employee performance, and Workload has a negative and insignificant influence on employee performance. The suggestion that can be given is for BPN North Sulawesi Province to increase attention to organizational culture, work environment, and workload in order to improve the performance of employees which will later affect the services of the National Land Agency of North Sulawesi Province to the community [10].

Setyaningrum with the title The Influence of Training and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Asahimas Chemical Indonesia. The results of this study show that there is an influence of training and organizational culture on partial job satisfaction, there is an influence of training and organizational culture on employee performance partially, there is an influence of job satisfaction, there is an influence of training on employee performance intervened by job satisfaction and there is an influence of organizational culture on employee performance intervened by job satisfaction [11].

Model Penelitian dan Hipotesis

Model Penelitian

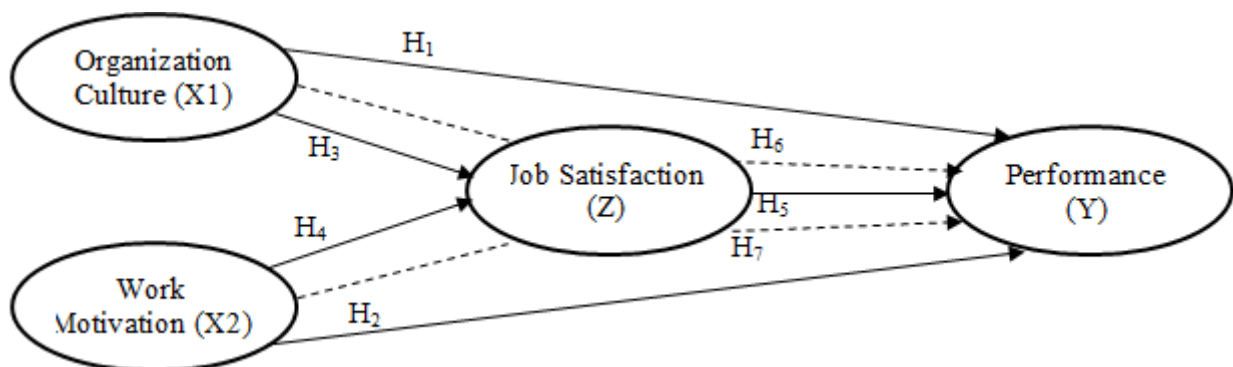


Figure 1. Research Model

Source: Results of Theoretical and Empirical Studies, 2024

Hypothesis

Based on the research hypothesis model above, the hypotheses in this study are as follows:

H1: It is suspected that Organizational Culture has a direct effect on employee performance

H2: It is suspected that Work Motivation has a direct effect on employee performance

H3: It is suspected that Organizational Culture has a direct effect on job satisfaction

H4: It is suspected that Work Motivation has a direct effect on job satisfaction

H5: It is suspected that Job Satisfaction has a direct effect on employee performance

H6: Alleged indirect influence between organizational culture on employee performance with job satisfaction as an intervening variable.

H7: It is suspected that there is an indirect effect between work motivation on employee performance with job satisfaction as an intervening variable.

RESEARCH METHODS

This study uses quantitative research. Research with a quantitative method is defined as a method that has a foundation in the philosophy of positivism, where the quantitative research method is used to conduct research on a population or sample. In this study, data collection was used research instruments.

Research Location and Place

This research was conducted at MSMEs on Flamboyant Street, Manado City. The implementation time for this research will be held in November 2024 [12].

Data Collection Methods

1. Field Research Collecting data by conducting field surveys related to the problem being researched. This type of research was conducted to obtain primary data.
2. Observation is a data collection technique that is carried out by making direct observations of the object being studied.
3. The interview was conducted with a question and answer to one of the employees at the MSME tenant on Flamboyant Street. This is done to dig, gather, and find information that is needed or that is related to research.
4. The questionnaire is by asking questions that have been prepared in writing by distributing questionnaires and accompanied by alternative answers that will be given to respondents, namely MSME employees on Flamboyant Street. This is to obtain information about responses related to the problem being researched.

Population and Research Sample

In this study, using saturated samples is a technique used in taking samples from the population which is carried out by taking the entire population as a sample of 110, and giving the same opportunity for each member of the population to be appointed as a member of the research sample. The meaning of population refers to the generalized area that includes the subject/object that the researcher chooses in order to be studied and then drawn conclusions. The population for this study is all MSME employees on Flamboyant Street, Manado City, total 110 employees in 55 outlets [13].

Data Analysis

The analysis technique used in this study is Partial Least Square (PLS) which is explained by Supriyanto and Maharani (2013) as a strong approach because it can be used on various data scales, few assumptions, and a small number of samples. In SmartPLS, research model has divided on two part: outer model (Measurement) and inner model (Model Structural) [14].

Research Instruments

The data source used in this study is sourced from primary data, where the researcher obtains respondent data through a questionnaire that is then filled out by the respondents as a form of answer. The score in this study was measured using a Likert scale of 5 (Five) answer options. The Likert scale is used to measure a person's or group's attitudes, opinions, and perceptions of social phenomena.

RESULTS OF RESEARCH AND DISCUSSION

Research Results

Validity Test Results

Table 3. Results of Outer Loading Validity Test

Variables	Indicators	X1	X2	Y	Z
Organizational Culture	OC1	0.762			
	OC2	0.776			
	OC3	0.822			
	OC4	0.874			
	OC5	0.758			
	OC6	0.791			
	OC7				
Work Motivation	WM1		0.808		
	WM 2		0.916		
	WM 3		0.774		
Employee Performance	EP1			0.736	
	EP2			0.826	
	EP3			0.763	
	EP4			0.818	
	EP5			0.701	
	EP6			0.803	
Job Satisfaction	JS1				0.761
	JS2				0.832
	JS3				0.749
	JS4				0.832
	JS5				0.790

Source : SmartPLS output, data processed 2024

Based on the results of the convergent validity test in table above, it shows that the outer loadings value of each indicator item has a value of <0.7 which is found in bo3 and kk6, thus the elimination of the indicator will be carried out until it has a value of > 0.7 so that it can be concluded that the entire indicator item is declared valid and highly correlated.

Results of the Discriminant Validity Test

Table 4. Nilai Cross Loading

INDICATOR	X1	X2	Y	Z
OC1	0.762			
OC2	0.776			
OC3	0.822			
OC4	0.874			
OC5	0.758			
OC6	0.791			
OC7				
WM1		0.808		
WM2		0.916		
WM3		0,774		
EP1			0.736	
EP2			0.826	
EP3			0.763	
EP4			0.818	

EP5			0.701	
EP6			0.803	
JS1				0.761
JS2				0.832
JS3				0.749
JS4				0.832
JS5				0.790

Source : SmartPLS output, data processed 2024

The overall indicator has a higher cross loading value than other latent variables with a value of >0.5 . This shows that the research instrument used has met the discriminant validity by comparing the average value of the extracted variance (AVE) for each concept. A variable has a good discriminant validity if the value of the AVE construct is >0.5 from one of the other constructs.

Table 5. Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Organizational Culture	0.637
Work Motivation	0.697
Employee Performance	0.630
Employee Performance	0.624

Source: SmartPLS output, data processed 2024

It was concluded that each indicator had an AVE value of >0.5 where the AVE value of the Organizational Culture Variable was shown at 0.637, the AVE value of the Work Motivation variable was 0.697, the AVE value of the Job Satisfaction variable was 0.630 and for the AVE value of the Employee Performance variable was 0.624.

Reliability Test Results

Table 6. Composite Reliability dan Cronbach's Alpha

Variables	Cronbach's alpha	Composite reliability (rho_a)
Organizational Culture	0.889	0.918
Work Motivation	0.791	0.915
Job Satisfaction	0.852	0.855
Employee Performance	0.849	0.850

Source: SmartPLS output, data processed 2024

Cronbach's alpha value from the Organizational Culture variable is 0.889, Work Motivation variable is 0.791, Job Satisfaction variable is 0.852 and Employee Performance is 0.849. Meanwhile, the Composite Reliability value of the Organizational Culture variable is 0.918, the Work Motivation variable is 0.915, the Job Satisfaction variable is 0.855 and Employee Performance is 0.850. This shows that all variables in this study have a composite reliability value and Cronbach's alpha value > 0.7 which means that all variables have met the requirements of each indicator and can be trusted or consistent in displaying latent variables.

Results of Structural Model Analysis (Inner Model)

Table 7. R-Square

Variables	R-Square
Job Satisfaction (Z)	0.626
Employee Performance (Y)	0.884

Source : SmartPLS output, data processed 2025

The variables of Organizational Culture, Work Motivation and Job Satisfaction contributed to the variation in changes in the employee performance variable of 0.884 while in the Organizational Culture variable, Work Motivation contributed to the variation in changes in Job Satisfaction by 0.626.

Research Hypothesis Test Results

Hypothesis testing is carried out by looking at tstatistic and p-value. The influence between variables is stated to have a significant effect if the t-calculated value > 1.96 (Significant 5% of the t table). The hypothesis is acceptable if the p-value is < 0.05 . The hypothesis test was carried out by looking at the results of the Output path coefficient and indirect on SmartPLS 4.0 [15].

Direct Effect Analysis Results

Table 8. Path Coefficients

Variables	Original Sample (o)	Sample Mean	Standard Deviation (STDEV)	T Statistics	P values
X1->Y	0.025	0,030	0,078	0.494	0.621
X1->Z	0.050	0,053	0,105	0.473	0.665
X2->Y	0,325	0,323	0,194	3,228	0.004
X2->Z	0,484	0,455	0,185	2.380	0.008
Z->Y	0,500	0,490	0,220	5.589	0.000

Sumber : Output SmartPLS,data diolah 2025

The following is the interpretation of the values in Table 8 above:

1. H1 : It is suspected that there is an influence of Organizational Culture on the performance of MSME Employees on Jl. Flamboyan, Manado City. Based on the above data, there was a t-statistical value of $0.494 < 1.96$ and a p-value of $0.621 > 0.05$. Thus, it can be concluded that X1 (Organizational Culture) has no significant effect and H1 is not accepted.
2. H2 : It is suspected that there is an influence of Organizational Culture on the Job Satisfaction of MSME Employees on Jl. Flamboyan, Manado City. Based on the above data, there was a t-statistical value of $0.473 < 1.96$ and a p-value of $0.665 > 0.05$. Thus, it can be concluded that X1 (Organizational Culture) does not have a significant effect on Z (Job Satisfaction) and H2 is not accepted.
3. H3 : It is suspected that there is an influence of Work Motivation on the Performance of MSME Employees on Jl.Flamboyan, Manado City. Based on the data above, there is a t-statistic value of $3,228 > 1.96$ and a p-value of $0.004 < 0.05$. Work Motivation variables have a direct and significant effect on the Employee Performance variable. Thus, it can be concluded that X2 (Work Motivation) has a significant effect on Y (Employee Performance) and H3 is accepted.

Indirect Effect Analysis Results

Tabel 9. Specific Indirect Effect

Variables	Original Sample	Sample Mean	Standard Deviation	T-Statistic (IO/STDEV)	P Values
X1->Z->Y	0,026	0,029	0,058	0,442	0,662
X2->Z->Y	0,175	0,185	0,098	2,220	0,025

Source : SmartPLS output, data processed 2025

The following is the interpretation of the values in Table 9 above:

1. H4 : It is suspected that there is an influence of Work Motivation on the Job Satisfaction of MSME Employees on Flamboyan Street, Manado City. Based on the data above, there is a t-statistical value of $2,380 > 1.96$ and a p-value of $0.008 < 0.05$. The Work Motivation

variable has a direct and significant effect on the Job Satisfaction variable. Thus, it can be concluded that X2 (Work Motivation) has a significant effect on Y (Employee performance) and H4 is accepted.

2. H5 : It is suspected that there is an influence of Job Satisfaction with the Performance of MSME employees Flamboyant Street, Manado City. Based on the data above, there is a t-statistical value of $5,589 > 1.96$ and a p-value of $0.000 < 0.05$. Job Satisfaction variables have a direct and significant effect on the Employee Performance variable. Thus, it can be concluded that Z (Job Satisfaction) has a significant effect on Y (Employee performance) and H5 is accepted.
3. H6 : Job Satisfaction is able to mediate the relationship between Organizational Culture and MSME Employee Performance Flamboyant Street Manado City. Based on the original sample value at the path coefficient of 0.026, the statistical t-value of $0.442 > 1.96$ and the p-values of $0.662 > 0.05$, this hypothesis is rejected. This shows that job satisfaction is not able to mediate the relationship between Organizational Culture and MSME Employee Performance on Flamboyant Street, Manado City.
4. H7 : Job Satisfaction is able to mediate the relationship between Work Motivation and MSME Employee Performance Flamboyant Street Manado City Based on the data above, there is a t-statistical value of $2,220 > 1.96$ and a p-value of $0.025 < 0.05$. This shows that the Job Satisfaction Variable is able to mediate the relationship between Work Motivation and Performance of MSME employees on Flamboyant Street, Manado City.

Discussion

The Influence of Organizational Culture (X1) on Employee Performance (Y)

Based on the results of the hypothesis test that has been carried out, it can be concluded that the organizational culture variable has a significant effect on employee performance. Based on the results of the questionnaire, the statement item with the highest score (X1.4) was "The company provides support to employees". This shows that the majority of employees get good support in the company they work for but it also does not make them a good worker. Because it can be seen from the hypothetical results that show that organizational culture (X1) does not have a significant effect on employee performance (Y) indicates that employees do not perform their functions well in completing work even though they have received support from the company so that they get insignificant results.

The Influence of Organizational Culture (X1) on Job Satisfaction (Z)

Based on the results of the hypothesis test that has been carried out, it can be concluded that the organizational culture variable does not have a significant effect on job satisfaction. From the results obtained, the organizational culture of Flamboyant MSME employees does not affect job satisfaction directly or significantly. Based on the results of the questionnaire item statement with the average score of the team (X1.5) "I am able to cooperate in completing the work" with the indicator "Team Orientation" because the cooperation here can exist in two different contexts, if the cooperation is carried out for the progress of the company, it can also be for the company's setback again depending on the culture created in the work environment.

The Effect of Work Motivation (X2) on Employee Performance (Y)

Based on the results of the hypothesis test that has been carried out, it can be concluded that the Work Motivation variable has a significant effect on employee performance. Based on the results of the questionnaire, the statement item with the highest score was (X2.1) "I feel that there is satisfaction if I am able to complete difficult work and achieve work targets", with an indicator of the need for achievement. This shows that employees have the motivation to achieve the targets desired by the company, with strong encouragement from each individual can meet the goals of an organization.

The Effect of Work Motivation (X2) on Job Satisfaction (Z)

Based on the results of the hypothesis test that has been carried out, it can be concluded that the Work Motivation variable has a significant effect on Job Satisfaction. Based on the results of the questionnaire, the statement item with the highest score was "I feel comfortable with where I work". This shows that the comfort makes employees able and at home to work so that they will get satisfaction in themselves in carrying out their work and can produce maximum work. The statement that has the lowest frequency value is "I am able to compete in completing work. These results show that Flamboyan Street employees are less concerned with competition because they are more likely to cooperate in getting work done.

The Effect of Job Satisfaction (Z) on Employee Performance (Y)

Based on the results of the hypothesis test that has been carried out, it can be concluded that job satisfaction has a significant effect on employee performance. Based on the results, with the satisfaction of each employee, it can have a significant effect on the performance of MSME employees on Flamboyan Street, Manado City.

Organizational Culture (X1) has an indirect effect on Employee Performance (Y) through Job Satisfaction (Z)

Based on the results of the hypothesis test that has been carried out, it is known that organizational culture does not have a direct effect on employee performance. In addition, organizational culture also has no effect on job satisfaction. However, job satisfaction has a positive and significant influence on employee performance. These results show that although organizational culture does not have a significant effect on employee performance, it is in contrast to job satisfaction from the output indirect effect. Thus job satisfaction is not able to mediate the influence of organizational culture on employee performance.

Work Motivation (X2) has a direct effect on Employee Performance (Y) through Job Satisfaction (Z)

Based on the results of the hypothesis tests that have been carried out, it is known that work motivation has a positive and significant influence on employee performance. In addition, work motivation has a positive and significant effect on job satisfaction. These results show that the indicators of the work motivation variable (X2), namely achievement, affiliation and power, can increase job satisfaction so as to produce maximum performance.

CONCLUSION AND SUGGESTION

Conclusion

1. Organizational culture does not have a significant effect on both job satisfaction and employee performance, with a good organizational culture of mutual building, a culture of high tolerance, there is always good teamwork and a company system that runs according to procedures and is fair in every aspect, can affect employee performance and lead to employees feeling satisfied with work through the culture that is built and applied to the organization but even so from The results found that organizational culture is not a reference in influencing job satisfaction and employee performance can also be influenced by other things so that based on research, organizational culture does not have a significant effect on job satisfaction and employee performance on Flamboyan Street, Manado City. Second Research Results
2. Work Motivation has a significant effect on both employee performance and job satisfaction. Because with the indicators found from work motivation on Flamboyan Street, Manado city and with the existence of a questionnaire of statement items filled out by the resource person, it shows that employees are always motivated by the conditions and conditions they receive in carrying out their work so that it affects employee performance more optimally and leads to satisfactory work results.
3. Job Satisfaction has a significant effect on employee performance. Based on the results

obtained, most of the employees of UMKN Flamboyan Street are satisfied in getting compensation and support both internally and externally. Because the satisfaction of each individual makes the performance of MSME employees on Flamboyan Street more optimal so that they get satisfactory work results.

4. Job Satisfaction is not able to mediate between organizational culture and Employee Performance, on the contrary, Job Satisfaction is able to mediate the relationship between Work Motivation and Employee performance. From the results obtained, it indicates that the work motivation factor plays a role in improving employee performance through job satisfaction, because employees who are always motivated with positive things will greatly affect these two variables, namely the variables of job satisfaction and employee performance.

Suggestion

1. Judging from the existing results where MSME employees Flamboyant Street only pays attention to the comfort of work and creates an organizational culture that helps each other in work so that it makes work just a routine without a clear vision. Individuals must prioritize the company's vision and mission where the company must have a clear vision so that employees can follow the vision that has been set.
2. Organizational culture does not have a significant effect on employee performance, it is recommended that companies create an organizational culture that has high discipline judging from the results where most employees open tenures at the wrong time so that they cannot get maximum performance results.
3. The quantity and quality of work can affect performance results, therefore it is recommended to MSME business owners on Flamboyan street to continue to prioritize the quantity and quality of performance of each employee not only making work a routine but there is always evaluation and innovation that must be developed both as a business owner and as a worker.
4. From the results obtained, it is indicated that indicators of motivation become a good and significant influence in carrying out work, it is recommended to maintain comfortable conditions and environments between fellow business actors on flamboyant streets who always cooperate and support each other so as to create a strong atmosphere and tolerance between employees every day and have the spirit to carry out buying and selling activities on Flamboyan street.
5. MSME activities on Flamboyan street with good parking arrangements and allocations can foster a new culture for buyers because there is already a good and comfortable parking place and location, so that buyers can also be comfortable to walk around and experience the culinary of MSMEs on Flamboyan street.

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