

# The Influence Of Organizational Culture And Work Environment On Employee Performance With Work Motivation As A Variable Intervening

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## ARTICLE INFORMATION

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## ABSTRACT

This study aims to ascertain the effect of work motivation intervening variables that mediate between organisational culture and work environment on employee performance at PT Lintang Gemini Abadi. It also aims to ascertain the direct, indirect, and overall influence of organisational culture and work environment on employee performance through work motivation. In this study, 100 respondents made up the sample—a proposed random sampling. Analysis of data employing path analysis, verification analysis, descriptive analysis, and analysis. The study's findings demonstrate that organisational culture and work environment have a positive and significant impact on job motivation at the same time. Work motivation is positively and significantly impacted by organisational culture. The workplace environment has the power to moderate employee performance through job motivation, whereas organisational culture is unable to do so.

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## INTRODUCTION

Utilization of human resources as a means by which executive staff strives to accomplish targets and goals is, of course, inseparable from the attention that managers pay to employees in order to inspire in them a desire to do well in particular jobs. The everyday activities that a person engages in while working might provide insight into their overall performance. Because in the end, an organization is a movement that occurs from humans, by humans, and for humans, there is no way for there to be a kind of company that does not include humans and there is no way for such a business to be organized. People are the most valuable resource for every business, no matter how big or how little, and they are the primary factor in making decisions and arranging activities. The outcomes of an employee's individual performance are inextricably linked to the accomplishment of the organization's objectives, and the two cannot be divorced. Kasmir (2016: 189) suggests that there are a great deal of contributing elements.

Ability and skill, work plans, personality, knowledge, work motivation, leadership and supervision, leadership style, organizational culture, job happiness, work environment, loyalty, dedication, and work discipline are all factors that influence performance. The writers of this study decided to utilize the concepts of organizational culture, work environment, and work motivation in their investigation. This is in accordance with the problems that occur at the research location where there are problems, specifically the low employee performance which is suspected to be influenced by several factors such as the organizational culture that is applied is

not optimal, the work environment is inadequate, and the lack of encouragement or employee motivation is allegedly caused by several factors. This is because the organizational culture that is applied is not optimal, the work environment is inadequate, and the lack of encouragement or employee motivation is allegedly caused by several factors. matter. Therefore, it is imperative that this study be carried out without delay in order to locate answers to the challenges posed by these issues.

Employees are required to promote a positive company culture and act in accordance with any relevant limits in order to achieve high performance. A good organizational culture, including adhering to the regulations that are in effect and showing a high level of initiative at work. Therefore, the work environment becomes very important in terms of its ability to influence employee performance. This is due to the fact that employees will find it easier to complete their work if the work environment is supportive and conducive; consequently, if the company does not pay attention to maintaining a good work environment, this will have an effect on employee performance. Additionally, providing employees with work motivation is very essential in any organization. This is due to the fact that work motivation may motivate employees to work more actively and passionately, which in turn can make a beneficial contribution to the task that employees are accountable for. If the requirements of the employee are addressed, a conducive environment will be formed, and the employee will sincerely offer his best effort when carrying out his tasks and obligations as an employee if the atmosphere is conducive. After that, this research was carried out since there were some outcomes from

studies that had been done in the past. Hendrianti (2020), who conducted research on the effects of organizational culture and the work environment on worker motivation, found that both factors have a positive and significant impact on worker motivation. This finding supports the findings of other researchers who have found similar results. According to Sutoro (2020), corporate culture has a favorable and considerable influence on the level of job motivation experienced by employees. According to Fransiska (2022), the work environment has a favorable and considerable impact on the worker's level of desire to put in effort. Amanda et al. (2017) found that there is a strong and favorable relationship between company culture and employee performance. According to Sihaloho et al (2019) .'s findings, the quality of the working environment has both a favorable and substantial impact on employee performance. According to Ma'ruf and Chair (2020), employee performance is significantly impacted by a worker's level of motivation in the workplace. And research on organizational culture and work environment on employee performance with work motivation as an intervening variable, such as that which was done by Employeeto (2022), found that work environment has a positive effect on employee performance through work motivation, and that there is a positive and significant influence of organizational culture on performance through motivation as an intervening variable.

PT Lintang Gemini Abadi is a service firm that operates in the toy industry. The company's specialty is producing dolls, which it then distributes to other businesses so that they may sell them. It is essential that it be able to meet every one of the specified production goals whenever it is engaged in manufacturing

operations. However, there are instances when there are several barriers in the way of reaching each production objective. Some examples of these obstacles are production rejections, labor considerations, tool and machine maintenance, and raw material inventories. As a consequence of this, the production process as a whole will be slowed down, which will make it impossible for the firm to meet its output quotas.

In addition to that, it is believed that factors pertaining to job motivation are another factor that impact employee performance. There are still employees who are not active at work, which is claimed to be caused by a number of reasons, one of which is related to remuneration being one of those things. As a result, employee motivation is stated to be poor. Employees anticipate receiving a pay that is in line with the UMP and UMR in addition to a lunch allowance in order for there to be a greater sense of enthusiasm on the part of employees towards the performance of their task. It is anticipated that the findings of this research will prove valuable as input in the process of formulating policies on corporate culture, the work environment, and employee motivation in order to increase employee performance. The purpose of this study is to investigate and evaluate the ways in which organizational culture, working conditions, and job motivation all have an impact on employee performance.

Previous research that was carried out by Employeeto (2022) found that the work environment has a positive effect on performance through work motivation, and that there is a positive and significant influence of organizational culture on performance through motivation as a

variableintervening. Both of these findings can be found in the literature. This research is supported by the findings of Damara (2021), who found that organizational culture has an indirect effect on employee performance, which is mediated by work motivation. Damara also found that the work environment has an indirect effect on performance, which is also mediated by work motivation. In further study, Andriyani (2020) found that the work environment has a considerable impact on employee performance, which is mediated by work motivation. This finding was supported by the fact that work motivation is a factor. There is a positive and substantial effect of organizational culture and work environment on performance through the use of work motivation as a variable that intervenes. This is the seventh hypothesis of the study.

**METHODS**

Both descriptive and verification approaches are utilized in this investigation. There are three categories of variables that are investigated: exogenous variables (such as organizational culture and work environment), variables that are internal to the system, and variables that are external to the system.

Both endogenous, which refers to employee performance, and intervening circumstances and factors (work motivation). The operational definition is a description of what characteristics or indications are present in each of the variables that were utilized in the questionnaire for this particular research project. An ordinal scale was used to measure each and every statement that was included in the questionnaire. A statement ranging from 1 to 2 was assigned to each indication on the scale. The following is a table that demonstrates operational variables, which may be found in the following table 1.

**Table 1.** Operational Variables

Variable	Indicator	Source
Culture Organization (X1)	Self-awareness, aggressiveness, personality, performance, team orientation	Edison (2016:131)
Work Environment (X2)	Physical work environment and non-physical work environment	Sedarma yanti (2017:30)
Work Motivation (Y)	Remuneration, working conditions, work facilities, the work itself, recognition from superiors, work performance	Afandi (2018:29)
Performance Employee (Z)	quality of work, time, cost reduction, employee relations	Kasmir (2018:208)

Source:Processed Data, 2022.

The population in this study were employees of PT Lintang Gemini Abadi, namely 228 people. While the sample in this study were 100 people using *simple random sampling*. With data collection techniques consisting of interviews, data collection using questionnaires, and also observation or observation. The method of testing the data in this study is testing the validity and reliability, testing the classical assumptions, which is done with the help of software programs *statistical package for the social sciences (SPSS)*. Before testing the relationship between variables, validity and reliability tests were also carried out as well as the classical assumption test. The structural equations in this study are divided into 3 (three) structural equations with the following formula:

$$Y = \rho_{YX_1}.X_1 + \rho_{YX_2}.X_2 + \epsilon_2$$

$$Z = \rho_{ZX_1}.X_1 + \rho_{ZX_2}.X_2 + \rho_{ZY} + \epsilon_3$$

Description: X1: Organizational Culture, X2: Work Environment, Y: Work Motivation, Z: Employee Performance,  $\epsilon$ : Path Coefficient. Then the intervening role test in this study was carried out using the Sobel test or *sobel test*.

## RESULTS AND DISCUSSION

### Characteristics of Respondents

100 people participated in this research investigation. The characteristics of the respondents who were the most dominant in terms of gender were as follows: as many as 75 of them were female, while the remaining people were male; as many as 55 of them had a high school or vocational school education; their ages ranged from 26 to 35, and they had worked for a total of 2 years.

### The Results of the Analysis

This research makes use of the SPSS version 25 program in order to analyze the results of three structural equations, all of which have been validated, do not contain any traditional assumption tests, and were processed in this way. Then, after that, an analysis of multiple linear regression was performed on each equation, the results of which are presented in the table that follows table 2.

**Table 2.** Regression Analysis Results

Effect	Regression Coefficient (B)	TCount	Sig
BO – MK	0,355	4,799	0,001
LK – MK	0,440	4,060	0,001
BO – KK	0,220	2,159	0,043
LK – KK	0,458	2,765	0,007
MO – KK	0,263	2,966	0,004

Source: SPSS Processing Results 25.00

Note: BO = Organizational Culture, Work Environment = LK, MK = Work Motivation, KK = Employee Performance.

**Tabel 3.** Correlation Coefficient Results& Determination

Equality Structural	Coefficient of Correlation	Coefficient of Determination (R Square)
I	0,648	0,615
II	0,851	0,756

Source: SPSS Processing Results 25.00

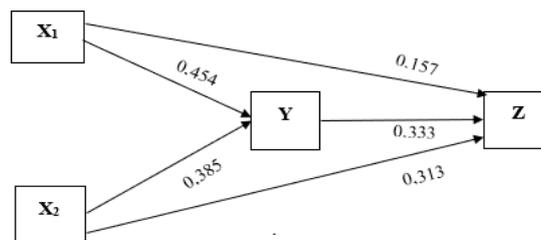
**Tabel 4. Result of Sobel test**

Exogenous Variable	Intervening	Sobel Test	P
Organizational Culture	Work Motivation	1,89	0,029
Work Environment		2,09	0,018

Source:Output Calculator for The **Significance of Mediation**

The route analysis approach, which is an extension of the regression analysis, is applied while doing the test to determine whether or not there is an intervening impact. The following are the findings from the route analysis, which is a combination

model consisting of the regression model and the mediation model. This model may be seen in the picture that is presented below figure 1.



**Figure 1.** Path Analysis Calculation Results

The first component of this structural equation is the hypothesis that organizational culture and the atmosphere of the workplace have a favorable and appreciable influence on the level of worker motivation. Table 2's study of the regression coefficient yielded a value of 0.355, which indicates that the

relationship is heading in a favorable direction. Then, on Table 3, it is possible to see that the relationship between organizational culture and work environment displays a correlation number of 0.648, which indicates that it has a very strong relationship to work motivation. Additionally, the results R

Square equal to 0.615, which indicates that the percentage of organizational culture and work environment that is equal to 61.5 percent, and the remaining 38.5 is influenced by other variables that were not examined.

The second structural equation consists of organizational culture, the work environment, and work motivation, all of which have a positive and substantial influence on employee performance. The results of the analysis of the regression coefficients in Table 2 show that organizational culture has a positive impact of 0.220 on employee performance, while work environment has a positive impact of 0.458 on employee performance, and work motivation has a positive impact of 0.263 on employee performance. These results point in a positive direction. It can then be seen in Table 3 that the relationship between organizational culture, environment, and work motivation shows a correlation number of 0.851, which indicates that it has a very strong relationship to employee performance. Additionally, the value  $R^2$  is equal to 0.756, which indicates that the percentage of contribution is 75.6 percent, and the remaining 24.4 percent is influenced by other variables that have not been examined.

The first hypothesis that will be tested in this investigation concerns the effects of corporate culture and the working environment on workplace motivation. In light of the findings of the simultaneous testing with the F test, which yielded an  $F_{count}$  of 36,806, it can be deduced that the result is bigger than the  $F_{table}$  ( $36,806 > 3.090$ ), which indicates that the  $H_0$  hypothesis is rejected and the  $H_a$  hypothesis is accepted. Therefore, this demonstrates that the factors of organizational culture and work

environment combined have a positive and substantial influence on the degree to which an individual is motivated to work.

The influence of corporate culture on job motivation is the subject of this study's second hypothesis. The value of  $t$  is determined to be obtained  $t_{count} > t_{table}$  ( $4.799 > 1.661$ ) based on the partial test results using the  $t$  test that are presented in Table 2. Therefore, it is possible to draw the conclusion that the culture of a company has an effect, both positively and significantly, on the motivation to work. This indicates that the second hypothesis is correct and should be followed.

The effect of the working environment on one's desire to work is the subject of the third hypothesis being tested in this research. The value of  $t$  is determined to be obtained  $t_{count} > t_{table}$  ( $4.064 > 1.661$ ) based on the partial test results using the  $t$  test that are presented in Table 2. As a result, we may reach the following conclusion: the working environment carries a positive and considerable impact on the level of work motivation. What this demonstrates is that the third hypothesis is correct.

The influence of corporate culture on employee performance is the subject of the fourth hypothesis being tested in this investigation. The value of  $t$  is determined to be obtained  $t_{count} > t_{table}$  ( $2.159 > 1.661$ ) based on the partial test results using the  $t$  test that are presented in Table 2. Therefore, we may get the following conclusion: the culture of a business has a positive and considerable impact on the performance of its employees. That the fourth hypothesis is correct may be deduced from this.

The influence of the working environment on the performance of employees is the subject of the fifth hypothesis being investigated in this research. The value of  $t$  is determined to be obtained  $t_{table}(2.765 > 1.661)$  based on the partial test results using the  $t$  test that are presented in Table 2. Therefore, one may get the following conclusion: the working environment has a favorable and considerable impact on the performance of the employees. This indicates that the fifth hypothesis is correct and should be adopted.

The influence of job motivation on employee performance is the subject of this study's sixth hypothesis. The value of  $t$  is obtained  $t_{table}(2.966 > 1.661)$ , which is derived from the partial test results using the  $t$  test that are presented in Table 2. Therefore, it is possible to draw the conclusion that the level of an employee's motivation at work has a positive and considerable impact on their performance. This indicates that the sixth hypothesis can be accepted.

The seventh hypothesis that will be tested in this investigation is that the degree to which an organization's culture influences employee performance can be mediated by the amount of work motivation that employee possesses. The Sobel test is used to investigate whether or not there is any influence intruding. The  $Z$  value may be calculated as obtained  $z_{table}(1.89 < 1.96)$  based on the sobel findings shown in Table 4. This indicates that the impact of corporate culture on employee performance cannot be moderated by the level of work drive that an individual possesses. This indicates that the seventh hypothesis cannot be supported.

The eighth hypothesis that will be tested in this investigation is that employee

performance can be influenced by the work environment, but that motivation at work can help to moderate this effect. The Sobel test is used to investigate whether or not there is any influence intruding. The  $Z$  value is determined to be obtained  $z_{table}(2.09 > 1.96)$  based on the sobel findings shown in Table 4. This indicates that the impact of the work environment on employee performance cannot be moderated by the person's level of motivation to accomplish their job. In light of this, the eighth hypothesis can be considered validated.

## DISCUSSION

### **The Effect of Organizational Culture and Work Environment on Work Motivation**

According to the findings, organizational culture and the environment in which employees worked had a positive and significant effect on work motivation. This indicates that the degree to which an organization prioritizes its culture and environment in the workplace, the more motivated its employees will be. This is in agreement with the findings of the research that Pranitasari carried out (2018). The Influence of Company Culture on Employee Drive and Motivation at Work

According to the findings of the study, organizational culture has a positive and substantial influence on work motivation. This indicates that the level of organizational culture that is implemented in a company is directly correlated to the level of work motivation experienced by its employees. According to the findings of study carried out by Giantari (2017), organizational culture has a favorable and substantial influence on the work motivation of employees. This is in agreement with these findings.

### **The Role That the Working Environment Plays in Determining Employee Motivation at Work**

The findings indicated that the work environment had a positive and substantial influence on work motivation, which may be interpreted to suggest that the employee motivation was positively correlated with the degree to which the work environment was implemented. This is in line with the findings of study carried out by Rezita (2016), which shows that the work environment has a positive and substantial influence on the worker's level of desire to put in effort.

### **The Implications of Company Culture on Individual Employee Performance**

The findings indicated that organizational culture had a positive and substantial impact on the performance of the workforce, which may be interpreted to suggest that the stronger the organizational culture that was in place, the better the workforce performed. According to the findings of study carried out by Rosvita (2017), which shows that organizational culture has a favorable and substantial influence on employee performance, this is in agreement with the findings.

### **The Role of the Working Environment in Determining the Performance of Employees**

According to the findings, the work environment had a favorable and substantial influence on the performance of the employees, which meant that the more the employee performance was enhanced by the work environment, the higher the work environment applied. According to the findings of study carried out by Yuliantari and Prasasti (2019), which found that the workplace environment has a favorable and substantial influence on

employee performance, this is in agreement with those findings.

### **The Influence that Employee Motivation Has on Their Performance at Work**

The findings indicated that work motivation has a positive and substantial influence on the performance of employees, which may be interpreted to suggest that the greater the level of work motivation that is applied, the higher the level of employee performance that is achieved. According to the findings of study that Rahmawati and Gilang (2017) did, which showed that the variable work motivation (Y) has a positive and substantial influence on employee performance, this is in agreement with their findings (Z).

### **The Impact of Company Culture on Employee Performance as Revealed in Their Level of Work-Related Motivation**

According to the findings of the research study that was carried out, the relationship between work motivation and organizational culture is not one that can be mediated by job motivation. It is possible to say that a firm has good employee performance if the company has implemented an organizational culture that is both effective and efficient, and if its employees have a high level of motivation while they are working. However, the results of this study showed that organizational culture did not boost employee motivation. If workers did not feel motivated to improve their performance at work, this may lead to a reduction in overall productivity. Work motivation has a very positive and significant effect on employee performance in this study; however, if work motivation acts as a mediating variable or intervening variable, then the results are not influential; consequently, work motivation is not a variable that mediates

the influence of organizational culture on employee performance in this instance. This is in line with the findings of study carried out by Tamara (2022), which reveals that the influence of corporate culture on employee performance in relation to work motivation is nonexistent.

### **The Impact of Working Conditions on Employee Performance as Revealed by Their Level of Work-Related Motivation**

According to the findings of the data analysis that was carried out, the ability of work motivation to moderate the effect of the working environment on employee performance was demonstrated. Because of the correlation between high performance and high work motivation, as well as the fact that the working environment is one of the factors that contribute to the success of a performance, creating a positive working environment will lead to an increase in work motivation, which in turn will have an effect on the level of employee performance. In order to demonstrate that work motivation is capable of mediating the effect that the work environment has on employee performance, we can look at previous research carried out by Sudarmanto et al (2022). This research demonstrates that work motivation is capable of mediating the effect that the work environment has on employee performance.

### **CONCLUSION**

It is possible to draw the following conclusion from the findings of the testing of the hypothesis that has been done: employee responses to the variables of organizational culture, work environment, and work motivation as well as employee performance fall into the good and high categories respectively. The H hypothesis<sup>1</sup> has been acknowledged, which claims that

the organizational culture and work environment have a substantial and beneficial influence on the worker's level of desire to work. The H hypothesis<sup>2</sup> has been acknowledged, which states that the culture of a business has a beneficial and noticeable impact on employee motivation. A well-liked and respected working environment has a beneficial and noticeable impact on one's desire to put in effort at their job. The H hypothesis<sup>4</sup> has been accepted, meaning that there is a positive and substantial influence that company culture has on employee performance. A favorable and considerable influence on employee performance may be attributed to the presence of a work environment that is acceptable. It is generally known that motivation at work has a favorable and considerable impact on the level of performance achieved by employees. It is determined that the hypothesis H<sup>7</sup> cannot be supported, namely, that work motivation is unable to moderate the effect of organizational culture on employee performance. On the other hand, the hypothesis H<sup>8</sup> is validated, namely, that work motivation can moderate the effect of the working environment on employee performance. The performance of employees is substantially impacted by the corporate culture, the working environment, and the level of work motivation. Therefore, it is imperative that businesses pay attention to these elements so that employee performance may improve and the objectives of the business can be met. This study has a number of limitations, one of which is that it only relies on the responses to the questionnaire provided by the respondents. Because of this, there is a risk that the subjectivity of the answers provided by the respondents will not be accurate representations of the circumstances.

In light of the findings presented above, there are a few recommendations that can be made to the management of the company. One of these recommendations is that given the circumstances, the organizational culture that has been implemented has not been effective and efficient. As a result, the management of the company should work to further improve the organizational culture and always take firm action by conducting supervision and conducting regular training. consistently, with the goal of

enhancing the workers' capabilities to the point where they develop a strong feeling of initiative and do not constantly depend on the directions provided by leadership. Then there are various facilities and infrastructure that have been destroyed, and the corporation ought to make repairs to the damaged equipment so that it can assist employees in carrying out their job tasks, with the goal of improving employee performance. To broaden the scope of this research, additional factors that influence employee performance can be included.

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