

# Influence of Organizational Culture, Work Environment, and Work Motivation on Employee Performance

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## Abstract

*Employee performance is one of the benchmarks for government agencies in creating more value to produce a product or service to achieve organizational goals, one of the factors that affect employee performance is the motivation factor motivation can be influenced by a good work environment and organizational culture. Good organizational culture and a conducive work environment will have an impact on the emergence of motivation for employees which in turn will have an impact on improving employee performance. This study aims to analyze the influence of organizational culture, work environment, and work motivation on employee performance. This study uses a survey method by distributing questionnaires to employees of the Education Financing Service Center Kemdikbudristek as respondents. This study uses quantitative research methods, and analytical methods using Structural Equation Modeling (SEM) with Smart PLS applications. Respondents in this study were 85 people. The results of this study indicate that all indicators used in this study are valid and reliable. The conclusions of this study: organizational culture variables affect work motivation, organizational culture variables affect employee performance, and the work environment affects employee performance, but the work environment variable does not affect work motivation and work motivation does not affect employee performance.*

## Keywords

organizational culture; work environment; work motivation; employee performance



## I. Introduction

HR practices and high levels of employee involvement, as well as organizational culture, are some of the factors that affect the efficiency of employee performance and the environment in which individuals and organizations act based on governance, assessment, and communication (Gorzelay et al., 2021). Employee performance is very important for organizations because it is the key that determines the success or failure of a company in achieving its targets and objectives (Nur et al., 2022). Achievement of performance through profitability and productivity has become a highly prioritized organizational goal (Kazmi & Javaid, 2022). A good organizational culture is likely to affect employee performance in the present or the future.

One of the products of government organizations is public services. therefore, the services provided are to meet the various needs of the community, whether civil servants or ordinary people. (Hapsari et al., 2019) it is therefore expected that the roles and competencies of employees can adapt to any environmental changes (Gunawan et al., 2020) that lead to certain competency needs needed by agencies, the main challenge of employees is to build an organizational culture to work optimally (Imron et al., 2020) therefore research

and development is needed for the quality of competitive human resources in a sustainable manner related to their performance (Setiadi et al., 2020) which will make the agency develop and in accordance with organizational targets (Baqi & Indradewa, 2021)

Apart from a good organizational culture, a pleasant work environment can also help in completing tasks in an orderly and perfect manner (Bhadana et al., 2022). Research conducted by (Rasool et al., 2021) in a CNN ASIA news article stated that a toxic work environment can be detrimental and cause stress, fatigue, depression, and anxiety for employees. the work environment is also seen as an important factor in determining the quality of life of individual employees (Naji et al., 2022). How well an employee is affiliated with an organization, influences how the employee behaves within the organization's rules including their level of motivation, innovative behavior, attendance, interaction with other employees, and job retention (Hafee et al., 2019). Employees who are faced with a work environment that makes them comfortable will help improve the quality of their performance, not only the work environment but employees must also have high work motivation to improve the quality of their performance.

Work motivation is considered important for organizational success because it encourages the effective performance of employees (Vo et al., 2022). In addition, motivation is a driver of behavior, some people may be motivated by enthusiasm and interest in the workplace, while others may be more motivated by pressure and benefits provided by external parties (Li et al., 2022). To further improve employee performance, efforts can be made by motivating by looking at the dominant needs of employees, both physiological needs and other needs so that they will produce quality resources according to their respective fields of work (Prastiwi et al., 2022). Good motivation will improve the performance of employees for that, we need facilities from the agency to motivate employees well.

Previous studies such as that conducted by (Sugiono & Perdana, 2020) showed results that Organizational Culture had a direct positive and significant effect on employee performance, and research by (Khairullah et al., 2020) showed results that the Work Environment had a positive effect and significant to employee performance, To be able to improve the performance of their employees, agencies must learn to pay attention to the organizational culture applied in the company and the conditions of the work environment around the employees, and research by (Turnip, 2020) which states that the motivational variable has a significant effect on employee performance.

Based on the description above, the authors are interested in making a study entitled "The Influence of Organizational Culture, Work Environment, and Work Motivation on Employee Performance". which has not found related research conducted at the Ministry of Education, Culture, Research, and Technology agencies, especially at the Center for Education Financing Services, Researchers are trying to develop research that is better than previous researchers.

## II. Review of Literature

### 2.1 Organizational Culture

According to (Robbins, 2013), organizational culture is a shared perception that affects the members of the organization that make up a system of shared meaning. The system is a set of characteristics that are valued in the organization. (Taghizadeh et al., 2020) organizational culture consists of a set of main characteristics is a shared perception that affects its members, (Aboramadan et al., 2020) so that they have a common understanding

of the organization, able to face problems and behave what is good and right in the organization. (Victoria et al., 2021) and organizational culture as a guide to how activities or habits in an organization are running properly so that all employees can understand the rules that apply in their work environment so that it can work properly and correctly according to its role in in the organization.

## **2.2 Work Environment**

The work environment is the entire area in which employees perform their daily work. (Hajar et al., 2021) and a key determinant of the quality of their work and their level of productivity, how well the workplace engages employees affects their willingness to learn skills and their level of motivation to excel. (Al-Omari & Okasheh, 2017) the work environment interprets the conditions related to the characteristics of the workplace on the behavior and attitudes of employees where it is related to the occurrence of physical and psychological changes (Grailey et al., 2021). because of things that are experienced in their work or certain circumstances that the organization must continue to pay attention to which include work boredom, monotonous work, and fatigue (Schultz, D. & Schultz, 2010).

## **2.3 Work Motivation**

Motivation is the provision of encouragement to employees in various forms to increase employee morale at work to produce maximum performance (Syarifuddin et al., 2021), and to want to work diligently to achieve agency and organizational goals properly (Andi Prayogi & Yani, 2021). Work motivation is a willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability of these efforts to meet individual needs (Robbins, 2013).

Work motivation is one of the factors that greatly impact the quality and efficiency of the implementation of work (Thanh et al., 2021). The progress of an organization is very wide open if it has human resources with good motivation and commitment (Rini et al., 2021) and motivation plays an important role in developing and intensifying the desire of each stakeholder to work efficiently in their respective positions. (Kalogiannidis, 2021) furthermore, the dimensions of motivation according to Herzberg (Robbins, 2013) are divided into two, namely motivational and hygiene.

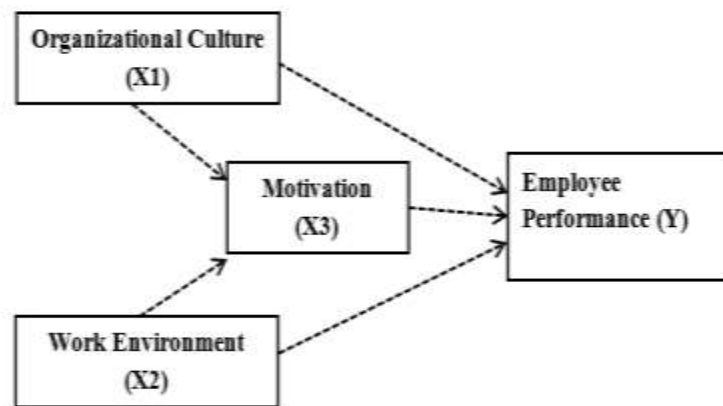
## **2.4 Performance**

Employee performance is the result of work achieved by employees in carrying out the tasks assigned to them based on expertise, experience, and timeliness (Iskamto, 2021). Some organizations make the performance of their employees a benchmark that determines the success of the organization. (Lubis et al., 2022) of course by their respective authorities and responsibilities or about how a person is expected to function and behave by his duties. (Wulandari et al., 2021) next According to (Jackson, 2016) Performance is what employees do or don't do. Performance management is the overall activity carried out to improve the performance of the company or organization, including the performance of each individual and workgroup in the agency.

## **2.5 Research Model and Hypotheses**

### **a. Research Model**

A research framework that demonstrates the influence of Organizational Culture, Work Environment, and Motivation on Employee Performance. Figure 1 provides an overview of the intended research framework



*Figure 1. Research Model*

Organizational Culture variables can be divided into four dimensions, namely a culture of competition, an entrepreneurial culture, a bureaucratic culture, and a consensus culture. The Work Environment is divided into two dimensions, namely physics and non-physics. Then motivation is divided into two dimensions, namely motivational and hygiene. Then the last employee performance can be divided into five dimensions, namely quantity of work, quality of work, timeliness, effectiveness, and independence.

### III. Research Method

Data collection in this study used a survey method by distributing online questionnaires through the Google Form application. The population of this study focused on Civil Servants in the Education Financing Service Center, Kemendikbudristek. The data collected were analyzed using Structural Equation Modeling (SEM). The PLS approach is used because the measurement model built involves reflective and formative measurement models and the number of samples used is small, namely 85 people ( $< 100$ ). This refers to (Hair et al., 2014). The criteria for respondents are all Civil Servants who work within the Education Financing Service Center, Kemendikbudristek. The reason for this research is whether motivation can mediate organizational culture and work environment in the research institution. Data collected for 1 month in May 2022

This study uses confirmatory factor analysis (CFA) using the MTMM (Multi Traits – Multi-Method) by testing convergent and discriminatory validity, the general limit for convergent validity is that the loading value must be  $> 0.7$  for confirmatory research, and the loading value between 0.6-0.7 for exploratory research is still acceptable and the Average value variance extracted (AVE) should be  $> 0.5$ . However, for research in the early stages of developing a measurement scale, a loading factor value of 0.5-0.6 is still considered sufficient (Ghozali, 2015). In addition to the validity test, model measurement is also carried out to test the reliability of a construct. The reliability test was carried out to test the accuracy, consistency, and accuracy of the instrument in measuring constructs with Composite Reliability. General limit Construct reliability, namely the CR value should be  $> 0.7$  for confirmatory research and 0.6-0.7 still acceptable for exploratory research.

Inner Model Evaluation, there are several stages, namely R-Square ( $R^2$ ), effect size ( $f^2$ ), and the significance of the path coefficient. (Ghozali, 2015) Mention in assessing the structural model with PLS begins by looking at the R-Square for each endogenous latent variable as the predictive power of the structural model. The criteria for limiting the value of  $R^2$  are in three classifications, namely 0.67, 0.33, and 0.19 as substantial, moderate, and

weak. The significance of the relationship between the constructs can be seen from the path coefficient which describes the strength of the relationship between constructs. The sign in the path coefficient must be following the hypothesized theory, to assess the significance it can be seen from the t statistic obtained from the bootstrapping process (resampling method). Generally used critical values for two-tailed (two-tailed test) 1, 65 (significance level = 10%), 1.96 (significance level = 5%), and 2.57 (significance level = 1%) according to (Hair et al., 2014).

## IV. Discussion

### 4.1 Results

This study uses the SEM method to determine the effect of organizational culture, work environment, and motivation variables on employee performance. The employees who became respondents in the research conducted were a total of 85 people (100%), all of whom were employees of the Education Financing Service Center, Kemendikbudristek. the majority are male respondents as many as 49 people (57.6%) and female respondents as many as 36 people (42.4%). Judging from the working period, it can be seen that of the 85 people studied, 3 people (3.5%) each had a tenure of fewer than 2 years and 16-20 years, then 22 people (25.95) of whom had a tenure of fewer than 2 years. 5-10 years of work, 27 people (31.8%) of whom have a working period of 11-15 years and 30 people (35.3%) have a working period of more than 20 years. The education level of the respondents was 10 people (11.8%) of whom had a high school education, 60 people (70.6 %) had an undergraduate education, then 12 people (14.1%) had a master's education and 3 people (3.5 %) have a doctorate education.

The construct validity and reliability test on the reflective measurement model were carried out based on recommendations from (Hair; et al., 2014) where the required loading factor value in SmartPLS was 0.70. The measurement of construct validity in this study can be accepted and declared valid, because the majority of indicators in each variable have a loading factor value above 0.70 (attachment 5). The results of the calculation of Composite Reliability (CR) and Average Variance Extracted (AVE) in this study can be said to meet the overall requirements  $> 0.50$ . According to (Hair; et al., 2014) the required values are CR 0.70 and AVE 0.50. The results of calculations for CR and AVE for the variables of Organizational Culture (CR= 0.919; AVE=0.509), Work Environment (CR=0.944; AVE=0.567), Work Motivation (CR=0.902; AVE = 0.506), and Employee Performance (CR= 0.922; AVE=0.523).

Structural test analysis was conducted to determine the value of  $R^2$  in each equation. The value of  $R^2$  shows how much the independent variable can explain the dependent variable. it can be seen that the value of r square for the work motivation variable is 0.219. This shows that the variables of Organizational Culture and Work Environment have an influence of 21.9% on work motivation. While the remaining 78.1% is influenced by other variables not examined. Judging from the path coefficient value, the most dominant variable sequentially in influencing work motivation is Organizational Culture with a path coefficient of 0.516 (24.0%), then the work environment with a path coefficient of -0.082 (-2.0%).

The next analysis is, that the R-square value for the employee performance variable is 0.471. This shows that the variables of Organizational Culture, Work Environment, and Work Motivation have an influence of 47.1% on employee performance. While the remaining 52.9% is influenced by other variables not examined. Judging from the value of the path coefficient, the most dominant variable sequentially in influencing employee performance is Organizational Culture with a path coefficient of 0.363 (22.8%), then Work Environment

with a path coefficient of 0.349 (21.1%), and finally work motivation with path coefficient of 0.092 (3.2%).

Based on the results of the output carried out to examine the existing respondents, the path diagram is obtained as follows:

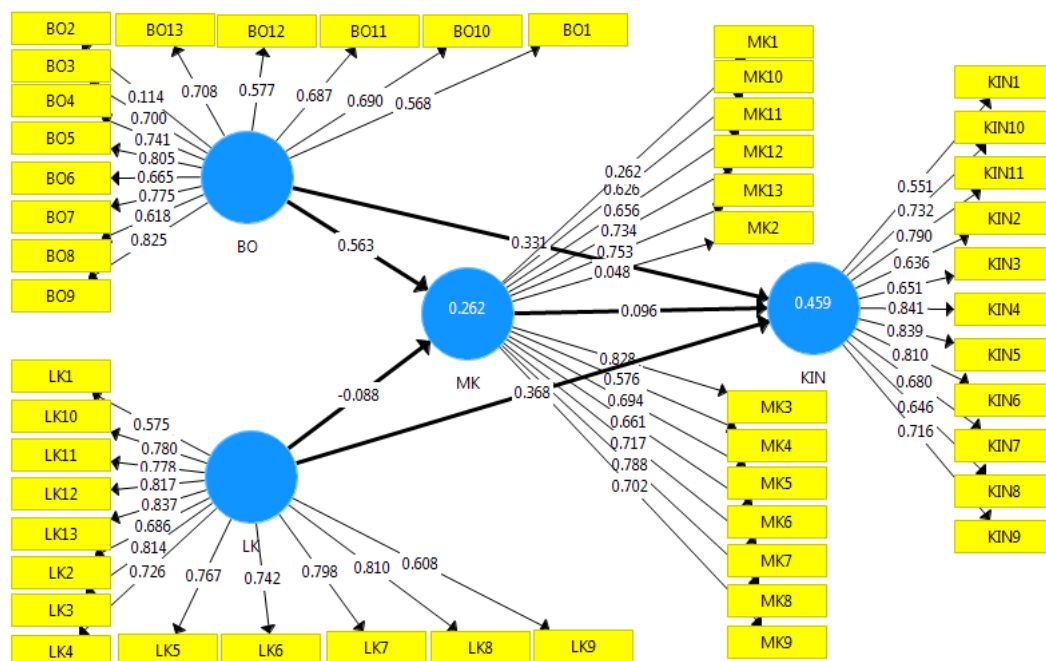


Figure 2. Path Diagram

Based on the results of the PLS algorithm test in the picture above, it can be seen that all indicators already have a loading factor above 0.5 then valid. (Hair et al., 2014) stated that the factor loading value of each indicator is acceptable (valid) at 0.50. It can be seen from the factor loading indicator values for each construct, all of which are above 0.50. The Quality Model test results show a good fit. This can be seen from the value of R Square, Prediction relevance  $Q^2$ , and goodness of fit. Based on the full structural model in Figure 2, the hypothesis testing of the research model can be presented as follows:

Table 1. Results of Research Hypothesis Testing

Hypothesis	Connection	Path	T Statistics	P Values	Go to description
H 1	Organizational Culture -> Work motivation	0.516	3,309	0.001	Accepted
H2	Work environment -> Work motivation	-0.082	0.457	0.648	Rejected
H3	Organizational Culture -> Employee performance	0.363	2,651	0.008	Accepted
H4	Work environment -> Employee performance	0.349	2,981	0.003	Accepted
H5	Work motivation -> Employee performance	0.092	0.872	0.384	Rejected

Based on the summary table above, the results of hypothesis testing are obtained. The test results for H1, H3, and H4 have a T-statistical value  $> T\text{-table} = 1.65$ , so the data support the research hypothesis and  $P\text{-value} < 0.05$ , so the research hypothesis is accepted. Next, the test results on H2 and H5 have a T-statistic value  $< T\text{-table} = 1.65$ , so the data does not support the research hypothesis, and  $P\text{-value} > 0.05$ , so the research hypothesis is rejected.

**Table 2.** Direct and Indirect Effect

Connection	Direct	Indirect
Organizational Culture -> Work motivation	0.516	-
Work environment -> Work motivation	-0.082	-
Organizational Culture -> Employee performance	0.363	-
Work environment -> Employee performance	0.349	-
Work motivation -> Employee performance	0.092	-
Organizational Culture -> Work motivation -> Employee performance	-	0.048
Work environment -> Work motivation -> Employee performance	-	-0.008

Based on the data in table 2, it can be seen that the indirect effect between the Organizational Culture variables on employee performance is not significant compared to the direct effect between the two variables. This indicates that the variable Organizational Culture can reduce motivation for employee performance. While the moderating effect of the motivation variable is not significant in the relationship between the organizational culture and work environment variables on the employee performance variable. This can be seen based on the difference in the value of the regression coefficient between the direct and indirect effects which is too far. These results have indicated that the motivational variables, directly and indirectly, do not affect employee performance.

## 4.2 Discussion

### a. The Influence of Organizational Culture on Motivation

In the results of the first hypothesis test (H1), the results of the research from testing the first hypothesis which state that Organizational Culture has a positive and significant impact on employee performance. This implies that the better the organizational culture in the organization, the better the performance of the employee concerned to keep working and be loyal to the organization. A good organizational culture will have an impact on increasing the profits achieved by the agency, especially in terms of achieving targets. A good organizational culture will also have a good influence on employee performance, especially in terms of productivity according to (Robbins & Judge, 2012). The results of this study are in line with research conducted by (Piantara et al., 2021) which found that organizational culture has a positive and significant influence on employee performance.

### b. The Influence of Work Environment on Motivation

In the results of the first hypothesis test (H2), the results of testing the second hypothesis show that the work environment does not have a positive and significant effect on work motivation. The results of this study are not in line with the results of previous studies that have been carried out by (Abdullah, 2022) and (Parashakti et al., 2020) whom he stated that there is a positive and significant correlation between the Work Environment on overall Work Motivation, motivation which is an impetus for Doing something becomes less good if

it is not supported by a good environment as well. This can be seen from the phenomenon that has been directly observed by researchers and has been asked to the Head of the Administrative Subdivision as a stakeholder in the education financing service center, that there are indeed some employees who are not comfortable with the pattern of teamwork that is not good and the relationship environment between colleagues is not good at work, so it is important to create an environment that is full of comfort and good relations between employees to increase the motivation of employees in working in the agency.

### **c. The Influence of Organizational Culture on Employee Performance**

In the results of the first hypothesis test (H3), The results of testing the third hypothesis show that Organizational Culture has a positive and significant effect on employee performance. This result is the same as the results of previous studies that have been carried out by (Nurmala & Jasin, 2021) where the results of the research put forward are Organizational Culture has a positive impact on employee performance. The same results were obtained from previous research that has been carried out by (Cherian et al., 2021), this illustrates that a good organizational culture can improve employee performance, where the leader accompanied by his staff must work together to build the organization and to achieve clear organizational goals. , and must create a sense of security at work to support the performance of employees in the agency.

### **d. The Influence of Work Environment on Employee Performance**

In the results of the first hypothesis test (H4), the results of testing the fourth hypothesis show that the work environment has a positive and significant effect on employee performance. This result is the same as the results of previous research that has been carried out by (Ronald & Hotlin, 2019) supported by research (Ogohi Daniel, 2019) which states that the work environment has a positive and negative effect significant impact on employee performance, which means that a good work environment created by the agency will be very beneficial for the survival of the agency because it often happens that an agency becomes unproductive due to a non-conductive work environment. A conducive work environment created by employees and agencies will encourage the efficiency of the agency in running its organization. And will lead to a high work ethic because of the pleasant and comfortable work environment.

### **e. The Influence of Motivation on Employee Performance**

In the results of the first hypothesis test (H5), the results of testing the fifth hypothesis show that motivation does not have a positive and significant effect on employee performance. This result is different from the results of previous studies that have been carried out by (Alisha Maisan & Hani Gita, 2020) where the results of the research put forward are that motivation has a positive impact on employee performance. The same results were also obtained from previous research that has been carried out by (Julianry et al., 2017) that motivation does not have a positive effect on employee performance. The results of this study have been discussed via in-depth interviews with the Head of the Administrative Subdivision as a stakeholder at the Education Financing Service Center, Kemendikbudristek. This agency is among the largest within the Ministry of Education and Culture, increasing incentives is standard even for those who do not perform well, so it does not challenge employees to perform better. Then some employees feel they are no longer promoted because their potential is not developed by the agency and many new employees are being noticed. This causes the employee to work sufficiently, some employees feel unappreciated for the work they do. Likewise, those who feel that they have worked for a long time and feel that they have contributed a lot to the agency should have a higher position than others. This kind



of view does not need to happen because the promotion has been determined. Each employee has a map of their respective positions.

The results of the discussion also answered why direct and indirect motivation did not improve performance, then to increase the motivation of employees of the Education Financing Service Center of the Ministry of Education and Culture, the government should inform and set incentive indicators to be more transparent. Employee motivation can be increased through rewards in the form of promotions, salary increases, and performance evaluations. The government should establish policies or strategic steps to motivate employees to complete their work properly, precisely, and accurately by the goals set, as well as provide strict sanctions for employees who lack discipline and cannot complete their work properly and appropriately. Things like this are the causes that affect the results of the questionnaire.

## V. Conclusion

The next researcher can explore the dimensions of the variables to get more detailed results. For example, for organizational culture, further researchers can see which of the dimensions of organizational culture (leadership, cooperation, and job satisfaction) are the most important factors in organizational culture in companies.

The results of this study are expected to provide a view of the management and staffing in each government agency to find out what factors support the creation of good performance from employees. This study also shows what dimensions need to be considered from each variable that must be improved from organizational culture, work environment, motivation, and employee performance.

This study implies that agencies must pay attention to organizational culture in government agencies to ensure employee motivation and performance are well maintained. The company can also maintain the work environment and organizational culture provided to increase the motivation of the employees concerned. But it should also be noted that from the results of the study that motivation does not have a positive impact on employee performance, the relevant agencies can increase comfort for employees to boost the employee's work motivation.

Related to organizational culture, there is one dimension that must be considered, namely the culture of competition, agencies must pay more attention to staff who work loyally, do not prioritize results over process, and then create a good organizational culture, which supports each other between superiors and subordinates.

Agencies should also pay attention to the dimensions of the organizational culture of the agency itself. To improve a good organizational culture, the company must ensure that every employee lives and implements the values set by the organization in their daily work. The staffing and management department must also improve the leadership competence of all leaders from the highest to the lowest levels to have a positive influence on employee performance. Agencies can also create various projects and activities across Ministries/Agencies to increase collaboration between employees.

Employee motivation in work must also be maintained by the agency, either by doing job rotations or positions so that employees are not bored and have new competencies from the work they are doing. But on the one hand, it must also maintain employee job satisfaction by ensuring employees do not experience stress and have inappropriate workloads. These two things are also important in improving organizational culture to improve performance.

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