

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

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### **Abstract**

This research aims to analyze whether there is an influence between organizational culture, work environment, and work motivation on employee performance. By adopting a quantitative approach and using a cross-sectional design, this research applies a proportional random sampling method, with 100 employees as respondents. Researchers carry out the data collection process through various techniques, such as interviews, questionnaires, observation, and document review. This research conducted data analysis using quantitative descriptive methods and further performed statistical analysis using SPSS software, applying the multiple linear regression method. The research results show that simultaneously, organizational culture, work environment, and work motivation have an influence on employee performance. However, when analyzed partially, organizational culture does not have a significant influence on employee performance. Likewise with the work environment, which also does not have a partially significant influence on employee performance. However, work motivation has been proven to significantly influence employee performance. These findings highlight the importance of motivational factors in improving individual performance in the work environment. Therefore, this research provides valuable insights for companies to develop more effective strategies and policies to improve employee performance.

**Keywords:** Organizational Culture, Environment, Motivation, Employee Performance.

### **Abstrak**

Penelitian ini bertujuan untuk menganalisis apakah terdapat pengaruh antara budaya organisasi, lingkungan kerja, dan motivasi kerja terhadap kinerja karyawan. Dengan mengadopsi pendekatan kuantitatif dan menggunakan desain cross-sectional, penelitian ini menggunakan metode proporsional random sampling, dengan responden sebanyak 100 orang karyawan. Peneliti melakukan proses pengumpulan data melalui berbagai teknik, seperti wawancara, kuesioner, observasi, dan telaah dokumen. Penelitian ini melakukan analisis data dengan menggunakan metode deskriptif kuantitatif dan selanjutnya dilakukan analisis statistik dengan menggunakan software SPSS, dengan menerapkan metode regresi linier berganda. Hasil penelitian menunjukkan bahwa secara simultan, budaya organisasi, lingkungan kerja, dan motivasi kerja memiliki pengaruh terhadap kinerja karyawan. Namun ketika dianalisis secara parsial, budaya organisasi tidak memiliki pengaruh yang signifikan terhadap kinerja karyawan. Begitu juga dengan lingkungan kerja yang juga tidak memiliki pengaruh yang signifikan secara parsial terhadap kinerja karyawan. Namun, motivasi kerja terbukti berpengaruh signifikan terhadap kinerja karyawan. Temuan ini menyoroti pentingnya faktor motivasi dalam meningkatkan kinerja individu di lingkungan kerja. Oleh karena itu, penelitian ini memberikan wawasan yang berharga bagi perusahaan untuk mengembangkan strategi dan kebijakan yang lebih efektif untuk meningkatkan kinerja karyawan.

**Kata Kunci:** Budaya Organisasi, Lingkungan, Motivasi, Kinerja Karyawan.

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## **INTRODUCTION**

Companies in the current era of rapid business growth face demands for optimal use of human resources to encourage business progress. Human resources are not just elements in an organization; they are the main key to achieving company goals. Regardless of the size of the company or the sophistication of its equipment and technology, human resources continue to be the primary driver of

business operations. Therefore, talent development initiatives are the most important strategy to remain competitive globally. In this context, human resource management becomes a crucial foundation. Human resource management is not just an administrative routine but an effort to understand and manage individual skills and potential to suit organizational needs.

Global competition is getting tougher, requiring qualified employees who have good relationships with the company. Developing this relationship with the company requires reciprocity between the company and its employees. Companies must create conditions that make employees perform well. Performance, also known as work achievement, involves implementation, achievement, and appearance within the scope of work. The extent to which employees can fulfill the job requirements that have been set reflects their performance. In simple terms, performance can be measured from the results of employee work, both in terms of quality and quantity, by referring to previously established work standards.

One method for implementing a well-performing human resources strategy is to create the right organizational culture within the company. Organizational culture is defined as the ideology, beliefs, philosophy, expectations, assumptions, attitudes, and conventions shared by all members of the company. Employee attitudes and behaviors are greatly influenced by organizational culture. Implementing the right company culture will certainly help boost employee performance. A strong company culture can influence the success of a company, particularly in developing an atmosphere that provides a sense of security and comfort while supporting people in achieving their performance. Companies often face difficulties when they fail to pay attention to the demands of their personnel. Indeed, every company must recognize that its personnel represent a valuable asset that requires consideration.

Various work motivation factors can improve employee performance. Generally, individuals who work for a company have the goal of earning income to meet their living needs. Meeting employee needs creates a pleasant work atmosphere in the company environment. Several conditions that support employee motivation have come to the attention of the human resources/HRD division. The HRD division has implemented career selection opportunities for higher levels and reward programs for outstanding employees. However, there are contradictory conditions, such as differences in early retirement age for front liners, static placement in the same position or department for a relatively long time, unexpected changes and office situations, as well as less than harmonious relationships between leaders, employees, and each other. These conditions, if not handled well, have the potential to reduce or even kill employee motivation.

## **METHOD**

This research adopts a quantitative approach, which is carried out logically and systematically to achieve certain goals. Using a cross-sectional design, an observational research method in which data is collected at one specific point in time. The employee population is the main focus of this

research, and the sampling method applied is proportional random sampling, a technique chosen to represent the population proportionally. We selected 100 employees as respondents to provide a representative picture. In data collection efforts, this research used various techniques, including interviews, questionnaires, observation, and document review. The researchers adjust the choice of technique based on the type of research, the research questions asked, and the characteristics of the research subjects. The researcher analyzes the data in this research using a quantitative descriptive method, formulating it based on a theoretical basis related to the research problem.

## **RESULT AND DISCUSSION**

The t-test results for the organizational culture variable show a value of 0.465, which indicates that, partially, there is no significant influence of organizational culture on employee performance. Employees are not significantly influenced by the company's organizational culture when carrying out their duties and responsibilities. The importance of understanding and the impact of organizational culture on employees are crucial, and companies must be able to provide clarification or understanding to all employees regarding the contribution of organizational culture to their performance. The results of this study are consistent with the findings of previous researchers, who also stated that organizational culture does not have a significant influence on employee performance. Therefore, the suggestion that can be drawn from these results is that companies need to focus on creating a positive organizational culture. By creating a supportive cultural atmosphere, companies can improve employee performance and, in turn, achieve company goals. A deep understanding of the dynamics of organizational culture can be a strategic basis for companies to advance employee performance and optimize the achievement of organizational goals.

There are several factors that can explain why organizational culture may not have a significant effect on employee performance. First, there are individual differences among employees, where individual preferences, values, and motivation can be more dominant in influencing performance than organizational culture. One individual's perception of a positive organizational culture may not necessarily elicit the same response from another individual due to their different priorities and needs. Second, implementing a cohesive and effective organizational culture can be a challenge for some organizations. If culture exists only in the form of value statements or policies, without real support from practices and behaviors at a practical level, then employees may not feel its impact on their performance.

The results of the t-test calculation for the work environment variable show a value of 0.000, which indicates that, partially, there is no significant influence of the work environment on employee performance. This analysis provides an understanding that the work environment does not have a striking impact on employee performance. However, it is important to note that the lack of specificity in measuring work environment variables through indicators may partially explain these results, particularly in relation to work facilities. The importance of work facilities is reasonable, especially

because the work location is in a mall. Considering that the work environment can have a significant impact on employee well-being, it is important to prioritize indicators related to work facilities. The fact that the work environment shows the lowest response from employees provides an indication that improvements to work facilities may be needed. Therefore, it can be assumed that less-than-optimal workplace conditions can have a negative influence on employee performance. Suggestions for future research could involve a more in-depth review of work facilities and their impact on employee perceptions and performance.

An analysis of the partial influence of the work environment on employee performance indicates that individual differences are the main factor. The uniqueness of each employee, including individual needs, values, and preferences, contributes to variations in responses to the work environment. In addition, misalignment in the implementation of work environment policies or practices can reduce the expected positive impact. Employees may not experience the benefits of the promoted work environment due to limitations in policy implementation or inconsistencies with workplace realities. Additionally, the quality of interpersonal interactions and social support at work play an important role. To maximize the influence of the work environment on employee performance, it is necessary to conduct a holistic analysis that covers the internal dynamics of the organization, policy implementation, and individual employee needs in order to identify specific areas of improvement.

Several reasons that may explain why the work environment does not have a significant effect on employee performance involve a number of factors related to individual characteristics, compensation and benefits, job suitability, effective management, external context, and commitment to organizational goals. Some individuals can adapt to different types of work environments without being overly affected by them. Second, financial factors such as competitive compensation and benefits can divert employees' focus from aspects of the physical or social work environment around them. Employees may be more inclined to prioritize the financial aspects of their work. Third, the job's match to the employee's interests, skills, and values can play an important role. If the job fits those individual characteristics, employees may be more likely to remain productive and thrive, even if there are aspects of the work environment that are not ideal.

## **CONCLUSION**

Based on the results of the research that has been conducted, it can be concluded that overall, the variables organizational culture, work environment, and work motivation have a significant influence on employee performance. This is reinforced by the results of the F statistical test, which shows a simultaneous influence with a calculated F value of 22.015. However, when analyzed partially, it was found that organizational culture did not have a significant influence on employee performance. Likewise, the work environment variable also does not have a partially significant influence on employee performance. However, work motivation has been proven to significantly

influence employee performance. Therefore, work motivation significantly contributes to improving employee performance specifically.

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