



## The effect of work environment and organizational culture on employee performance at pt sarana katiga nusantara through motivation as a mediation variable

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### Abstract

This study aims to: 1) identify and analyze the influence of the work environment and organizational culture on motivation, 2) identify and analyze the influence of the work environment and organizational culture on employee performance, 3) identify and analyze the effect of motivation on employee performance, 4) identify and analyze influence of work environment and organizational culture on employee performance through motivation. Research conducted at PT. Sarana Katiga Nusantara with a sample of 52 respondents. The sampling technique used saturation technique sampling. Methods of data analysis using descriptive analysis and path analysis.

The results of the study show that: 1) there is an effect of the work environment and organizational culture on motivation, 2) there is an effect of the work environment and organizational culture on employee performance, 3) there is an influence of motivation on employee performance, 4) together work environment and organizational culture at PT Sarana Katiga Nusantara through motivation unable to contribute to improving employee performance. Partially the work environment contributes greatly to improving employee performance through motivation and partially organizational culture does not contribute to increasing performance through motivation.

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### Introduction

As we know in a country the role of human resources is very important, because human resources have the main function as subjects in managing various resources owned by a country to produce more value and be useful. Indonesia has 4 (four) fundamental problems in the field of human resources, namely productivity is relatively low and difficult to increase, educational institutions have not been able to answer the challenges of increasing productivity and quality of the workforce, the gap between the demand for and supply of labor is still wide, the new era of the economy and technological disruption has changed the characteristics labor demand.

To improve the quality of Human Resources, a good education is needed, there are supporting technology-based educational facilities so that the gap between the demand for and supply of labor can be narrowed. Improving the quality of human resources as a series of efforts to realize the whole human being and Indonesian society as a whole includes human development, as a human being it places an emphasis on human dignity, rights, and obligations which are reflected in the values contained in human beings both in terms of ethics, aesthetics, as well as logic which includes spiritual values, personality, and struggle.

In an organizational context, human resource management has the main task of creating effective and efficient Human Resources that can work optimally to realize the goals of an organization or company. Organizations need to manage Human Resources optimally because Human Resources are one of the most important factors in a company in terms of other factors besides working capital. Therefore, human resources must be managed properly so that the effectiveness, efficiency, and productivity of the company are increasing so that business continuity and progress can be achieved.

The rapid development of the business world, coupled with the digital era, demands the ability of companies to be able to make the best use of human resources. Human resource management is intended so that a company can unite the perceptions or perspectives of employees and leaders to achieve organizational goals, including by providing work motivation, performance appraisal, and increasing competence through training and coaching to achieve extreme productivity and radical performance of employees. Currently, it can be said that the role of human resources owned by service companies is not being maximized in the organization's operational activities. The temporary hypothesis is that the cause of the ineffectiveness and efficiency of human resources is caused by internal and external factors. Internal factors come from the employees themselves, namely the competencies possessed by HR are starting to become less relevant and must be improved and updated, lack of motivation due to an incorrect understanding of life's needs, and so on. Meanwhile, external factors include dynamic science, changes in consumer behavior, and the industrial era 4.0 which is accompanied by disruption, lack of career development opportunities by companies, less supportive work environment, organizational culture that is unable to provide positive stimulation, leadership style, lack of assessment performance and so on.

The work environment greatly influences employee performance. Employee performance will increase along with aspects of the work environment. The aspect of the work environment that has a big influence is the condition of the work environment which is divided into two, namely the physical work environment and the non-physical work environment. Both conditions of this work environment are interconnected and mutually balanced. With this balanced work environment aspect, work will be more supported by a conducive work environment so that work achievements will be more optimal.

A work environment condition is said to be good or appropriate if the people in it can carry out their activities optimally, healthily, safely, and comfortably. The suitability of the work environment can have a long-term impact, as well as a poor work environment which will result in difficulties in obtaining an effective and efficient work system. Ardana (2012) <sup>[6]</sup> stated that "a safe and healthy work environment has been a positive effect on productivity". Apart from that, it was also stated that "pleasant working conditions can include a workplace and auxiliary facilities that speed up the completion of work".

Task structure, job design, cooperation patterns, leadership patterns, and organizational culture are non-physical environments that also greatly influence employee performance. Every organization or company certainly has a personality that is different, and unique and is the hallmark of the organization. The uniqueness or characteristic of a company is expressed in the form of organizational culture. The corporate culture is one way to build the company's human resources through aspects of changing attitudes and behavior. This aims to make employees become better individuals and able to adapt to face the challenges of the industrial era 4.0 towards society 5.0.

The organizational culture of every organization is unique, just like humans. Have individual personality traits, where no two individuals have the same traits and behaviors. Even though each person has their character, HR will usually follow the interaction patterns and habits imposed by the

company through its organizational culture.

An organization must have a strong organizational culture and be in line with some of the applicable boundaries. Organizational culture can facilitate organizational activities as long as the organizational culture is strong, has a good impact, and can be applied properly by members of the organization.

Organizational culture can influence employees in how they behave, how they work with teams, and how they describe their work. Without an organizational culture, an employee regardless of position and status (permanent or contract employee) in the organization, tends to feel reluctant to carry out a task properly, due to a lack of clear agreement or commitment (Porwani, 2010) <sup>[24]</sup>, so it can be concluded that high employee performance strongly influenced by organizational culture factors. The concept of organizational culture is a tool to improve employee performance because organizational culture influences the mindset, feelings, and ways employees act in the company.

Motivation is an important element that moves employees to achieve a goal. When put in an unpleasant situation, employees' ability to stay focused, push themselves, and achieve something will slowly decline. Therefore, work motivation is an important element for employees to show themselves through the best performance.

The influence of motivation on employee performance is very large. Without this component, employees will find it difficult to achieve the goals and targets set by the company. Motive is an encouragement of needs within employees that need to be fulfilled so that employees can adapt to their environment, while motivation is a condition that drives employees to be able to achieve the goals of their motives (Mangkunegara 2008) <sup>[5]</sup>. In an organization, leaders are required to play a more active role in providing stimulation and encouragement so that employees are increasingly motivated to produce satisfactory outputs and continue to strive to improve their performance. According to Siagian (2004) <sup>[29]</sup>, motivation is given as a driving force for employees to mobilize abilities, expertise, skills, energy, and time in carrying out various activities which are their responsibilities and obligations so that the goals and objectives of the organization that have been set can be achieved.

From the opinions of some of the experts mentioned above, it can be concluded that motivation is an encouragement to take action as a step towards fulfilling needs, and achieving organizational goals and objectives. Providing motivation will be effective if there is confidence in employees that by achieving organizational goals, personal goals will also be achieved.

Every company always expects its employees to have extreme productivity and radical performance, because these 2 (two) employee criteria will bring the company's performance to increase in a positive direction. According to Mangkunegara (2009) <sup>[1]</sup>, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Employee performance is one of the benchmarks for evaluating an organization. How to do everything related to a job, position, or role in the organization is a form of employee performance that can be seen immediately.

Employee work productivity can be measured through the performance appraisal process. The results of several previous studies show that performance appraisals have a

positive and significant effect on employee performance. This shows that employees who are given performance appraisals by their superiors make the employee's performance higher.

Evaluating employee performance by the company is not only an effort to maintain employee productivity levels but is also useful for giving bonuses or rewards for employee achievements. Criteria for assessing employee performance must be fair, transparent, and objective. Therefore, metrics are needed to measure work processes and results using assessment indicators. Each company has different employee performance appraisal indicators and is adjusted to the needs of the company and the type of industry.

PT Sarana Katiga Nusantara also has an interesting phenomenon to study. The organizational culture as outlined in the corporate culture, namely adaptive, enterprising, initiative, loyal, and excellence (AGILE) has proven to have brought PT Sarana Katiga Nusantara to the ability to maintain business in the pandemic era for the last 2 (two) years, where many similar companies were forced to close down by the sluggish economy.

Apart from that, there are other unique cultures such as the habit of praying in congregation. Every Friday apart from holding a joint recitation, a Friday sharing program is also held, both groceries and rice boxes where this activity involves the role of all employees without exception. The above activities are carried out by the company to grow and increase the faith, devotion, and concern of employees.

To train physical endurance and maintain health, male employees play futsal with instructors. Although not specifically scheduled considering the company's business is providing training services when schedules are busy, or requiring the team to leave town, these joint sports activities have proven to be able to increase cohesiveness among employees.

Management also always involves employees in making decisions related to company policies. This aims to increase employees' sense of belonging to the company, and also as a manifestation that the management of PT. Sarana Katiga Nusantara values its employees. Apart from that, at least once a week employees will be given direction and motivation by leaders through coaching activities. By coaching the leaders are better able to dig up a lot of information that can be used to manage human resources at PT Sarana Katiga Nusantara.

## Literature Review

### 1. Work Environment

According to Sedarmayati, the work environment is the tools and materials encountered, the surrounding environment where workers work, work methods, and work rules whether they do it individually or in groups. (Sedarmayati, 2009)

The work environment is defined by Sofyan (2013) <sup>[17]</sup> as everything that is around employees that influences them in carrying out and completing the tasks assigned to them in an area.

According to Danang (2015), the work environment is everything that is around the workers and which can affect them in carrying out the tasks assigned to them. The work environment is a very important component when employees carry out work activities.

Many factors influence the formation of work environment conditions. According to Moekijat (2005) <sup>[19]</sup>, the important factors of the physical work environment in most offices are: Layout, Lighting, Air Exchange (ventilation), Sound (noise

level)

### 2. Organizational Culture

According to Wagner and Hollenbeck quoted by Tampubolon (2012) <sup>[18]</sup>, organizational culture is a pattern of basic assumptions to act, determine, or develop members of the organization in overcoming problems by adapting them from outside and integrating into the organization so that employees can work carefully, and also be useful for new employees as a basis for correction of their perceptions, thoughts and feelings about solving problems. In principle, organizational culture becomes the basis of behavior for all employees or team members in achieving the organization's ultimate goals, and organizational culture can be an element that maintains the stability of employees in behaving in carrying out organizational functions.

Tampubolon (2012) <sup>[18]</sup> states that organizational culture or what can be called corporate culture is an agreement on employee behavior within the organization which is described by always trying to create efficiency, free from errors, focused attention on results and the interests of employees, as well as being creative and accurate in carrying out tasks.

Robbins and Judge (2008) <sup>[30]</sup> state that organizational culture represents a shared perception of organizational members. Therefore, it is hoped that individuals who have different backgrounds or are at different levels in the organization can similarly understand organizational culture. Psychologically, organizational culture can be a motivation for employees to work because the existing cultural environment is by the employee's culture. Denison and Misra (1995) formulated organizational culture indicators as follows: Mission, Consistency, Adaptability, and Involvement.

### 3. Motivation

Motivation is also defined as a resource force that drives and controls human behavior. Motivation is an effort that can encourage someone to take a desired action, while motive is someone's motivation to act. The term motivation comes from the Latin word *movere*, which means to move or mobilize. Because a person's behavior tends to be goal-oriented and driven by the desire to achieve certain goals.

Motivation is an individual's willingness to expend high effort to achieve organizational goals (Robbins, 2008) <sup>[30]</sup>. In the work context, motivation is an important factor in encouraging an employee to work. There are three key elements in motivation, namely effort, organizational goals, and needs.

According to Moorhead and Griffin (2013) <sup>[20]</sup>, motivation is a process that begins with a physiological or psychological definition that drives behavior or encouragement aimed at goals or incentives. According to Robbins (2006), the indicators used to measure work motivation are as follows: Rewards, Social relationships, Living needs, and Success at work.

### 4. Employee Performance

Dessler (2009: 127) <sup>[14]</sup> stated that employee performance or work achievement is the employee's actual achievement compared to the employee's expected achievement. The expected work performance is a standard performance that is prepared as a reference so that you can see the employee's performance according to their position compared to the standards created.

According to Wirawan (2009) <sup>[35]</sup> states that performance is an abbreviation of the kinetics of work energy. Performance is the output produced by the functions or indicators of a job or a profession within a certain time.

According to Wibowo (2011) <sup>[34]</sup>, performance is the result of workers who have a strong relationship with the organization's strategic goals, customer satisfaction, and contributing to the economy. So performance is about doing the job and the results achieved from the job. According to Mangkunegara (2011), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. Meanwhile, L. Daft (2012) <sup>[11]</sup> states that performance is the ability of an organization to achieve its goals by using resources efficiently and effectively.

Theoretically, various methods and techniques have the same target, namely assessing employee work performance objectively for a certain period in the past, the results of which are beneficial for the organization or company, such as for the benefit of employee transfers or for the employee concerned himself in the context of developing his career.

To achieve these two targets, various methods of measuring employee performance are used, according to Miner in Fahmi (2017) <sup>[16]</sup> who says that there are 5 (five) criteria used to measure individual performance. Namely: quantity, timeliness, effectiveness, and independence.

## Research Methods

### a. Research time

This research was carried out from September 2022 to January 2023. This research was carried out in stages: observation or interviews, making a research proposal, distributing questionnaires, and analyzing research data. Researchers categorize them into two stages, namely field research and data management, and analysis

### b. Research Sites

This research was conducted at the Sarana K3 Building Office, Jl. Raya Jatiwaringin Ruko No.3 Rt.01/Rw.09 Pondok Gede (Front KORAMIL 02, RT.001/RW.009, Jatiwaringin, Bekasi City District, West Java, 174110.

## Research Design

In this study, to test how much work environment variables contribute, organizational culture is the independent variable (exogenous), motivation is the mediating variable (intervening), and employee performance is the dependent variable (endogenous). Intervening variables or variables that influence the relationship between exogenous variables and endogenous variables are expressed as discipline variables. Next, it is combined with relevant theories using data analysis techniques concerning the variables used

## Method of Collecting Data

### a. Types of research

This type of research is a type of quantitative research. According to Creswell J (1994) <sup>[10]</sup>, the definition of quantitative research is a type of research that explains phenomena by collecting numerical data that is analyzed

using math-based methods, especially statistics. Statistically based methods must be supported by the use of appropriate data analysis tools, research design, and data collection instruments.

### b. Data Source

The source of data in this research is primary data. Primary data is data collected directly by researchers to answer the problem or purpose of the research being conducted. The research was carried out systematically by taking data in the field directly from respondents by filling out questionnaires. In this research, the data sou.

## Population and Sample

### a. Population

Population is the scope that will be used as research by a researcher. The population must be determined first because as a basis the boundaries of the problem are quite clear. According to Sugiyono, (2018) <sup>[30]</sup>, a population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by research to be studied and then conclusions drawn. The population used in this study were all employees of PT. Sarana Katiga Nusantara, totaling 52 employees.

### b. Samples and Sampling Techniques

Sugiyono, (2018; 81) <sup>[30]</sup> states that the sample is part of the number and characteristics of the population and the sample taken must be truly representative of the population. Meanwhile, Arikunto (2010) <sup>[7]</sup> defines the meaning of a sample as a representative portion of the population being studied. Furthermore, Arikunto (2010) <sup>[7]</sup> emphasized that if there are less than 100 subjects, it is better to take all of them, and if the subjects are greater than 100, between 10%-15% can be taken, or if greater than 100 can be taken from the total population. Based on this explanation, from a population consisting of 52 employees at PT. Sarana Katiga Nusantara, the researchers took all samples from the population.

## Analysis Models

### a. Descriptive Analysis

Descriptive analysis is an analytical method that aims to describe or explain something as it is (Irawan, 2004) in Baroroh (2008) <sup>[8]</sup>. In this research, data presentation uses a data analysis table of average values (mean) and frequency distribution.

### b. Path Analysis

Path analysis is a technique for analyzing causal relationships that occur in multiple regression if the independent variables affect the dependent variable not only directly but also indirectly (Retherford, 1993) <sup>[25]</sup>. In this study, to test the influence of mediating variables using path analysis.

## Research Results and Discussion

### 1) The Influence of Work Environment and Organizational Culture on Motivation

To find out this, it is necessary to use the F test. The following is a test of each variable:

**Table 1:** Results of the F Test on the Effect of Work Environment and Organizational Culture on Motivation

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.636	2	12.818	10.306	.007 <sup>b</sup>
	Residual	2049.287	49	41.822		
	Total	2074.923	51			
a. Dependent Variable: X3						
b. Predictors: (Constant), X2, X1						

Source: Primary data processed, 2023

The results of the F test for the variable work environment and organizational culture obtained an F count = 10,306 and an F-table of 4.02. This means F-count > F-table (10,306 > 4.02), which means H0 is rejected and H1 is accepted. This

gives the conclusion that the work environment and organizational culture affect motivation. Thus the first hypothesis is tested and proven.

**2) The Influence of the Work Environment and Organizational Culture on Employee Performance**

**Table 2:** Results of the F Test on the Effect of Work Environment and Organizational Culture on Employee Performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1165.856	2	582.928	37.212	.000 <sup>b</sup>
	Residual	767.586	49	15.665		
	Total	1933.442	51			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: Primary data processed, 2023

The results of the F test for the work environment and organizational culture variables obtained a calculated F value = 37,212 and an F-table of 4.02. This means F-count > F-table (37,212 > 4.02), which means H0 is rejected and H1 is accepted. This provides the conclusion that the work environment and organizational culture influence employee performance. Thus the second hypothesis is tested and

proven.

**3) The Influence of Motivation on Employee Performance**

To test the effect of motivation on employee performance, the t-test was carried out. The following are the results of the t-test:

**Table 3:** Results of the T-test on the Effect of Motivation on Employee Performance

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.046	4.618		8.238	.000
	X3	.128	.135	.132	2.943	.005
a. Dependent Variable: Y						

Source: Primary data processed, 2023

The results of the t-test for the motivational variable obtained the value of t count = 2.942 and t-table of 1.675. This means t-count > t-table (2.943 > 1.675), which means H0 is rejected and H1 is accepted. This gives the conclusion that motivation influences employee performance. Thus the third hypothesis is tested and proven.

**4) The influence of work environment and organizational culture on employee performance through motivation**

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0.179 \times 0.729 = 0.130$$

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) \times (\rho_{yx3}) = 0.188 \times 0.729 = 0.137$$

For the work environment variable, the indirect influence value is obtained from the path coefficient value  $\rho_{x3x1}$  multiplied by the path coefficient value  $\rho_{yx3}$ . The multiplication results show that the indirect influence coefficient value is 0.130 greater than the direct influence coefficient value of 0.120. This shows that motivation mediates, namely the work environment in influencing employee performance.

For the organizational culture variable, the indirect influence value is obtained from the path coefficient value  $\rho_{x3x1}$  multiplied by the path coefficient value  $\rho_{yx3}$ . The multiplication results show that the indirect influence coefficient value is 0.137 smaller than the direct influence coefficient value of 0.870. This shows that motivation cannot mediate, namely organizational culture in influencing employee performance. Thus the fourth hypothesis is not proven and untested.

**Discussion**

**1. The Effect of the Work Environment and Organizational Culture on PT Sarana Katiga Nusantara's Motivation**

Based on the results of the descriptive analysis of work environment variables, the indicator that dominates the formation of work environment variables is air circulation with the statement that the PT Sarana Katiga Nusantara Office has fresh air and the PT Sarana Katiga Nusantara Office has comfortable air conditioning.

In the organizational culture variable, the indicator providing

the greatest value to the formation of the organizational culture variable is the mission with the statement that PT Sarana Katiga Nusantara Management consistently implements the company's main values and PT Sarana Katiga Nusantara Management provides clear information to employees about the company's main values.

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is success at work with the statement that PT Sarana Katiga Nusantara employees are consistent in their work and PT Sarana Katiga Nusantara employees have a hardworking nature.

Based on multiple regression analysis, it shows that the work environment and organizational culture contribute to the motivation of PT Sarana Katiga Nusantara employees. Organizational culture makes a major contribution to increasing motivation compared to the work environment. The results of this research are in line with the results of research conducted by Antony and Hariyanto (2021) <sup>[4]</sup>, Ummi Kultsum (2017) <sup>[33]</sup>, Anis Rahmawati Ningrum, Sentot Imam Wahjono, Andi Wardhana and Noer Choidah (2021) <sup>[3]</sup>, Najmy Haqq (2016) <sup>[22]</sup>, Muhammad Ikmal Buana Putra (2018) <sup>[21]</sup>, Diah Pranitasari, Lilik Triannah and Muhammad Taufik (2018) <sup>[15]</sup>, Alfred Lasarudin, Tanto Gatot Sumarsono and Mokhammad Natsir (2021) <sup>[2]</sup>, Servani Marlinse, Lianto and Nova Arestia (2022) <sup>[27]</sup>, Tia Wulandari, Sulistyandari and Alum Kusumah (2021) <sup>[32]</sup>.

## 2. The Effect of Work Environment and Organizational Culture on Employee Performance at PT Sarana Katiga Nusantara

Based on the results of the descriptive analysis of work environment variables, the indicator that dominates the formation of work environment variables is air circulation with the statement that the PT Sarana Katiga Nusantara Office has fresh air and the PT Sarana Katiga Nusantara Office has comfortable air conditioning.

In the organizational culture variable, the indicator providing the greatest value to the formation of the organizational culture variable is the mission with the statement that PT Sarana Katiga Nusantara Management consistently implements the company's main values and PT Sarana Katiga Nusantara Management provides clear information to employees about the company's main values.

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is success at work with the statement that PT Sarana Katiga Nusantara employees are consistent in their work and PT Sarana Katiga Nusantara employees have a hardworking nature.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is punctuality with the statement that PT Sarana Katiga Nusantara employees can complete every job on time and PT Sarana Katiga Nusantara employees carry out their work effectively.

Based on multiple regression analysis, it shows that the work environment and organizational culture contribute to the performance of PT Sarana Katiga Nusantara employees. Organizational culture makes a major contribution to improving employee performance compared to the work environment. The results of this research are in line with the results of research conducted by Antony and Hariyanto (2021) <sup>[4]</sup>, Ummi Kultsum (2017) <sup>[33]</sup>, Deni Sulistiawan, Sukisno S. Riadi and Siti Maria (2017) <sup>[12]</sup>, Anis Rahmawati Ningrum, Sentot Imam Wahjono, Andi Wardhana and Noer

Choidah (2021) <sup>[3]</sup>, Najmy Haqq (2016) <sup>[22]</sup>, Muhammad Ikmal Buana Putra (2018) <sup>[21]</sup>, Diah Pranitasari, Lilik Triannah and Muhammad Taufik (2018) <sup>[15]</sup>, Alfred Lasarudin, Tanto Gatot Sumarsono and Mohammad Natsir (2021) <sup>[2]</sup>, Servani Marlinse, Lianto and Nova Arestia (2022) <sup>[27]</sup>, Tia Wulandari, Sulistyandari and Alum Kusumah (2021) <sup>[32]</sup>.

## 3. The Effect of Motivation on Employee Performance at PT Sarana Katiga Nusantara

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is success at work with the statement that PT Sarana Katiga Nusantara employees are consistent in their work and PT Sarana Katiga Nusantara employees have a hardworking nature.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is punctuality with the statement that PT Sarana Katiga Nusantara employees can complete every job on time and PT Sarana Katiga Nusantara employees carry out their work effectively.

Based on The results of the regression analysis, show that motivation can provide support for improving the performance of employees of PT Sarana Katiga Nusantara. The results of the study show that it is in line with the research of Antony and Hariyanto (2021) <sup>[4]</sup>, Ummi Kultsum (2017) <sup>[33]</sup>, Anis Rahmawati Ningrum, Sentot Imam Wahjono, Andi Wardhana and Noer Choidah (2021) <sup>[3]</sup>, Najmy Haqq (2016) <sup>[22]</sup>, Muhammad Ikmal Buana Putra (2018) <sup>[21]</sup>, Diah Pranitasari, Lilik Triannah and Muhammad Taufik (2018) <sup>[15]</sup>, Alfred Lasarudin, Tanto Gatot Sumarsono and Mokhammad Natsir (2021) <sup>[2]</sup>, Servani Marlinse, Lianto and Nova Arestia (2022) <sup>[27]</sup>, Tia Wulandari, Sulistyandari and Alum Kusumah (2021) <sup>[32]</sup>.

## 4. The Effect of the Work Environment and Organizational Culture on PT Sarana Katiga Nusantara Employee Performance through motivation

Based on the results of the descriptive analysis of work environment variables, the indicator that dominates the formation of work environment variables is air circulation with the statement that the PT Sarana Katiga Nusantara Office has fresh air and the PT Sarana Katiga Nusantara Office has comfortable air conditioning.

In the organizational culture variable, the indicator providing the greatest value to the formation of the organizational culture variable is the mission with the statement that PT Sarana Katiga Nusantara Management consistently implements the company's main values and PT Sarana Katiga Nusantara Management provides clear information to employees about the company's main values.

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is success at work with the statement that PT Sarana Katiga Nusantara employees are consistent in their work and PT Sarana Katiga Nusantara employees have a hardworking nature.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is punctuality with the statement that PT Sarana Katiga Nusantara employees can complete every job on time and PT Sarana Katiga Nusantara employees carry out their work effectively.

Based on the path analysis shows that the work environment and organizational culture at PT Sarana Katiga Nusantara through joint motivation, motivation is not able to contribute

to improving employee performance. However, partially the work environment contributes greatly to improving employee performance through motivation and partially organizational culture does not contribute to increasing performance through motivation. The results of this study are not in line with the results of research conducted by Antony and Hariyanto (2021)<sup>[4]</sup>, and Muhammad Ikmal Buana Putra (2018)<sup>[21]</sup>.

## Conclusions and Recommendations

### Conclusion

Based on the results of research regarding the influence of the work environment and organizational culture on employee performance at PT Sarana Katiga Nusantara with motivation as a mediating variable, the following conclusions can be drawn:

Based on the results of the descriptive analysis of work environment variables, the indicator that dominates the formation of work environment variables is air circulation with the statement that the PT Sarana Katiga Nusantara Office has fresh air and the PT Sarana Katiga Nusantara Office has comfortable air conditioning.

In the organizational culture variable, the indicator providing the greatest value to the formation of the organizational culture variable is the mission with the statement that PT Sarana Katiga Nusantara Management consistently implements the company's main values and PT Sarana Katiga Nusantara Management provides clear information to employees about the company's main values.

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is success at work with the statement that PT Sarana Katiga Nusantara employees are consistent in their work and PT Sarana Katiga Nusantara employees have a hardworking nature.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is punctuality with the statement that PT Sarana Katiga Nusantara employees can complete every job on time and PT Sarana Katiga Nusantara employees carry out their work effectively.

Based on path analysis, it shows that together the work environment and organizational culture at PT Sarana Katiga Nusantara through motivation are unable to contribute to increasing employee performance. Partially the work environment makes a major contribution to improving employee performance through motivation and partially organizational culture does not contribute to increasing performance through motivation.

### Recommendations

Based on the results of research regarding the influence of the work environment and organizational culture on employee performance at PT Sarana Katiga Nusantara with motivation as a mediating variable, several suggestions can be made as follows:

#### 1. For Academics

This is additional useful information for interested readers and as a reference source for scientific purposes in overcoming the same or related problems in the future.

#### 2. For PT Sarana Katiga Nusantara

This research provides contributions and information so that the management of PT Sarana Katiga Nusantara pays more attention to increasing human resource competence to

improve employee performance to effectively achieve company goals, by paying attention to the following factors:

#### a. Work environment

To be a concern for PT Sarana Katiga Nusantara, to pay attention to the spatial indicators that give the lowest value to the formation of work environment variables, that is, the leadership of PT Sarana Katiga Nusantara must pay attention to the PT Sarana Katiga Nusantara Office so that it has a spacious room so that employees and training clients feel comfortable.

#### b. Organizational culture

To be of concern to PT Sarana Katiga Nusantara, to pay attention to the involvement indicators that give the lowest value to the formation of organizational culture variables, namely by the way the leadership of PT Sarana Katiga Nusantara involves employees in advancing the organization and employees are given roles within the PT Sarana Katiga Nusantara organization to convey ideas creative ideas for the progress of the company.

#### c. Motivation

To be a concern for PT Sarana Katiga Nusantara to pay attention to the award indicators that give the lowest value to the formation of motivation variables, namely by providing PT Sarana Katiga Nusantara organizational leaders with giving appreciation to and appreciating employees' ideas in advancing the organization by providing bonus awards or position promotions.

#### d. Employee performance

Be of concern to PT Sarana Katiga Nusantara to pay attention to the work quantity indicator which gives the lowest value to the formation of employee performance variables, namely by adjusting the volume of work produced by PT Sarana Katiga Nusantara employees to the capacity and competence of employees so that the number of procedures/stages of work of PT Sarana Katiga employees The archipelago can be completed.

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