



The Influence of Motivation, Organization Culture, and Work Environment on Employee Performance

^{1*}**Nurul Alfiaturrohmah, ²Bunga Ayu Syallsabilah**

¹Sekolah Tinggi Ilmu Ekonomi Tri Bhakti, Bekasi, Indonesia

²Universitas Terbuka, Jakarta, Indonesia

Email : 2bungaayu38753@gmail.com

Corresponding author e-mail: ¹nurulalfiaturrohmha01@gmail.com

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Abstract

Purpose - This study aims to examine how the influence of motivation, organization culture and work environment effects employee performance .

Design/methodology/approach - The research uses quantitative research methods, using primary data collected from a population of 65 population working at PT Gondowangi tradisional kosmetika. Data analysis is conducted using Ptrial Least Square (PLS) software.

Findings - The research reveal that motivation and work environment significantly improve employee performance. In contrast, organizational does not significantly improve employee performance.

Research limitations/implications - The research is limited a particular organization, and this can only be conducted in one sector so that the results cannot be directly applied to another sector. The research is an independent variable, employee performance as the dependent variable is measures using a questionnaire, so the data obtained is not guided in detail in filling it out.

INTRODUCTION

Human resources are the most significant asset and wealth in any human activity. Individuals, as the most important element, must be evaluated and developed through the use of time, energy, and abilities to maximize their potential. Human resource management itself must be well-prepared because it significantly impacts the sustainability of an organization. This is the responsibility of leaders and management.

Lack of motivation in employees can significantly impact a company's productivity. If a superior fails to show concern for employees whose performance begins to decline, especially after a stressful experience, this can foster generosity that may help the situation. Declining employee performance is not only caused by internal factors but also influenced by the workplace atmosphere and the leader's response to the psychological issues they face.



In today's work environment, many factors influence employee performance assessments. Factors such as social support, the work environment, and mental health require attention by companies to achieve operational goals, including increasing annual profits. On the other hand, the challenges faced by workers are increasingly complex, resulting in over-performance expenditure, where employees are forced to work harder and longer, beyond their reasonable limits.

Ask yourself is this drive for constructive self-development or potentially detrimental to mental health, threatening individual psychological well-being. Ignoring the conditions of employees experiencing trauma can increase stress and anxiety levels, which can impact productivity and creativity in the workplace. Therefore, it is crucial for companies to build an organizational culture that is not only oriented towards bottom lines but also considers employee psychological well-being. By recognizing and addressing factors that influence performance, as well as providing the necessary support, companies can increase employee motivation and ensure sustainable and productive performance. In this context, attention to employee mental health is not merely a moral obligation but also a strategic investment for the company's long-term success.

Motivation is a complex issue in organizations, as the needs and desires of each member are different. This is because each member of an organization is unique, both biologically and psychologically, and develops through different learning processes. It is crucial for company managers to understand the motivations of their employees and subordinates, as these factors will determine the organization's path in achieving its goals (Sunatar, 2022). Motivation is complex because it is influenced by many factors, both internal and external (Syamir, 2021).

LITERATUR REVIEW

Motivation

According to (Dr. H. Hamzah B. Uno, 2006) ,Motivation is the basic urge that moves someone to act. This impulse is within a person who moves to do something in accordance with the impulse within hi. Therefore, a person's action based on certain motivations contain a theme according to the underlying motivation. Motivation is a complex problem in organizations, because the needs and desires of each member of the organization are different. Because this is always different because each member of an organization is unique biologically and psychologically and develops based on different learning processes. It is very important for company organizational managers to know what motivates their employees or subordinates, because these factor will determine the way the organization achieves its goals.(Sunatar, 2022)

Organization culture

(Akmaluddin et al., (2023) difine Organization culture is all the ideas and results of human work which are social behavior and phenomena that express the identity and image of a society. Organizational culture is the collective behavior of an organization's members and the values, vision, beliefs, and habits they attach to their actions. Organizational culture



is an important determinant of how well their organization performs. (Baihaqi & Saifudin, 2021)

Work environment

According to (Riyadi, 2018), the work environment is a facility or place that plays a very important role in the organization. Because if they do not have or eliminate the formation of the work environment, organizations usually only take very simple actions to calm the work environment, which results in these aspects having an impact on employee psychology, so that it will indirectly create obstacles in achieving employee work performance.

Employee performance

Employee performance is the most important thing that concerns all organizations, both government and social organizations, because good performance can increase satisfaction, both stakeholders of the organization. Employee performance is a key component in human resource management (HR) which helps organizations to assess the extent to which employees achieve company goals and objectives (Paroli, 2023)

Hypothesis development

Motivation is a human psychological characteristic that contributes to a person's level of commitment. This includes factors that cause, channel, and maintain human behavior in a certain determined direction. According to Motivation has a positive and significant effect on employee performance with organizational commitment as an intervening variable at UPT Sungai Duku Pekanbaru. According to Motivation has a positive but not significant effect on employee performance at PT Kencana Sawit Indonesia. According to motivation has a significant positive effect on employee performance in the Puspita Bandar Lampung beauty clinic case study. According to motivation has a significant influence. This means that if motivation increases it will increase employee performance

H_1 : Motivation has a positive effect on employee performance

Organizational culture is all the ideas and results of human work which are social behavior and phenomena that express the identity and image of a society (Akmaluddin et al., 2023). According to (Baihaqi & Saifudin, 2021) organizational culture positively and significantly affects employee performance with OCB as an intervening variable. Organizational culture has a significant effect on employee performance at Tjut Nyak Dhien University, Medan (Hendra, 2020). According to (Nur Azizah & Tinggi Ilmu Ekonomi Putra Bangsa, 2020) organizational culture has a positive and significant effect on employee performance through knowledge sharing as mediation (study of permanent employees of TRAC Astra rent a car Yogyakarta Branch). Meanwhile, according to (Juniyar Sri Tiyanti et al., 2021) organization culture has a significant and positive effect on employee performance at the Tirta Kanjuruhan regional public company, Malang regency. Furthermore research (Sari Girsang, 2019) suggests that organizational culture has a positive and significant effect on employee performance with commitment to Putri Hijau Hospital no. 17 Medan. This means organizational culture within the company is good, it will improve employee



performance.

H₂: Organizational culture has a positive effect on employee performance

According to(Riyadi, 2018) the book the work environment is a facility or place that very important role in the organization. Because if they do not have or eliminate the formation of the work environment, organization usually only take very simple actions to calm the work environment, which results un these aspects having an impact on employee psychology, so that it will indirectly create obstacles in achieving employee work performance. According to(Maulana Sidiq Sahayu, 2021) the work environment has adirevt influence on the performance of employees at kartini vocational school. According to (Laksono & Wilasittha, 2021)the work environment has an absolute and relevant impact on employee performance, due to positive value of the work environment at pt. samaco. Meanwhile according to(Nur Safitri Anisa, 2022) the work environment has a positive and insignificant effect on employee performance(study at pt. pharpros, tbk semarang). Meanwhile according to research(Rodiyana et al., 2022) the environment has a partially significant positive effect on employe performance at pt. bprs amanah insani Bekasi.This means that the more comfortable the work environment is felt by employees, the greater the employee's performance will be. Based on this researcher can draw a hypothesis, namely H₃: Work environment has a positive effect on employee performance

RESEARCH METHOD

The research uses hypothesis testing, namely to determine the influence of the independent variables motivation, organizational culture and work environment on the dependent variable, anmely employee performance. The type of investigation used in the research is a correlational study to find important variables related to the problem factor related to the problem. Correlational studies are always carried out in unplanned situations.

Table 1. Research Objects

No	Variable	Dimensions	Source
1.	Motivations	Physiological Safety Social Appreciation Self Actualization	(Syafiq, 2021)
2.	Organizational Culture	Inovation and Risk Talking Paying Attention to Details Results Orientation People Orientation Team Orientation Aggressiveness	(Juniyar Sri Tiyanti et al., 2021)



		Stability	
3.	Work Environment	Work Atmosphere	(Maulana Sidiq Sahayu, 2021)
		Relationship with colleagues	
		Availability of work facilities	
4.	Employee Performance	Quality of Work	(Estiana et al., 2023)
		Work Quantity	
		Working Time	
		Cooperation	

The data analysis method used in the study was the Partial Least Square (PLS) methodology. PLS is structural equation modeling (SEM) solution method that is better suited for this study than other SEM approaches. With the following equation, there are two test models:

$$EP = \beta_0 + \beta_1 MO + \beta_2 OZC + \beta_3 WET$$

Description: MO: Motivation; OZC: Organization Culture; WET: Work Environment; EP: Employee Performance

RESULTS

Respondent Demographics

These researchers were selected as the sample for this study. With 16 male respondents and 49 female respondents, the majority of respondents were aged between 18 – 20 and 21 – 23 years. Of the number, 47 people are contract employees, and 17 people are permanent employees.

Normality Testing, Convergent Validity and Reliability Testing

The structural model in the PLS is evaluated using R^2 for the dependent construct, the path coefficient value or t-value for each path to test significance between constructs in the model (Abdilah & Jogyianto). According to Ghazali (2016), inner models are often also called inner relationship models which describe the relationship between latent variables based on substantive theory. Designing a structural model of the relationship between latent variables is based on the problem formulation or research hypothesis. In evaluating this model, estimation can be carried out through several stages using R-Square test for the dependent construct, Stone-Geisser Q-Square test for predictive relevance and t-test as well as the structural path parameter.

The Hypothesis Test

The hypothesis in this research can be known from model calculations using the PLS bootstrapping technique. From the results of the bootstrapping calculations, the t statistical value for each relationship or path each relationship or path will be obtained. The hypothesis testing is set at a significance level of 0.05. The hypothesis can be accepted if the original sample value is in line with the hypothesis. The calculation results for



hypothesis testing in this research using the independent variable on the dependet variable as well as the moderating variable are obtained as follows:

Table 2. test results (Individual)

$$EP = \beta_0 + \beta_1 MO + \beta_2 OZC + \beta_3 WET$$

Variable	Prediction	Model	
		Original Sample (O)	P-Values
MO -> EP	+	0,379	0,006
OZC -> EP	+	0,175	0,292
WET -> EP	+	0,347	0,005

Siginificance Level*0,05,**0,10

Source: SmartPLS Data Processing Results

Caption: MO = Motivation; OZC = Organization Culture; WET = Work Environment; EP = Employee Performance

Explantory

Based on table 2 above, it can be seen that the relationship between motivation and employee performance shows that motivation has a positive influence as indicated by original sample value of 0.379 and is statistically significant as indicated by the value of 0.006, which means that it is below the threshold value of 0.10. Furthermore the relationship between organization culture and employee performance shows that organizational culture has a positive influence as indicated by the original sample value of 0.175 and is statistically insignificant at a value of 0.292 which means it is above the threshold value of 0.10. Furthermore, the relationship between work environment and employee performance shows that the work environment has a positive influence as indicated by a value of 0.005 which is a below the threshold value of 0.05. The R-Square value for the employee performance variable can be explained by the motivation, organizational culture, and work environment variables in the model. The adjusted R-Square value of 0.620 indicates that considering the number of independent variables in the model and the number of samples, approximately 62,0% of the variability in the dependent variable can be explained by the independent variables used in the relationship between the independent and dependent variables very well. The results of the outer and inner model tests using smartPLS aim to test and analyze variables. Motivation significantly influences employee performance and is in line with the hypothesis, which means it supports the theory, organization culture does not employee performance and is in the same direction as the hypothesis, which means it supports the theory, and the work environment significantly influences employee performance and is in the same direction as the hypothesis, which means it supports the theory.



DISCUSSION

Motivation increases significantly with employee performance

The results of testing the hypothesis of the effect of motivation on employee performance obtained the original sample result of 0.379 and a P-Value of 0.006, meaning that the significance of the 0.006 means the significance of $0.006 < 0.01$ then H1 is accepted, so it can be stated the motivation affects employee performance and is in line with the hypothesis which means it supports the theory. The research shows that motivation has an important role in employee performance, this is in line with research (Marlius & Pebrina, 2022; Syafiq, 2021; Tarjo, 2019; Umar & Norawati, 2022) which shows that work motivation has a positive and significant influence on employee performance. Previous research stated that motivation is a human psychological characteristic that contributes to a person's level of commitment. This includes factor that cause, vovey, and maintain human behavior in a certain determined direction(Stoner et al., 2016) Motivational indicator include psychological, security, social and self-actualization factor. Psychological factor are related to behavior or emotional problems that can affect health, security is also important, including implementing operational standards to create a sense of security and improve employee.

Organizational culture has a positive effect on employee performance

The results of testing the hypothesis of organizational culture on employee performance obtained the original sample result of 0.175 and P-Value of 0.393, meaning the significance > 0.01 , then H2 is rejected, so it can be stated that organizational culture does not significantly affect employee performance and is in line with the hypothesis which means it supports the theory. The results of this research show that organizational culture is important in improving employee performance. This is in line with research (Baihaqi & Saifudin, 2021; Hendra, 2020; Juniyar Sri Tiyanti et al., 2021; Nur Azizah & Tinggi Ilmu Ekonomi Putra Bangsa, 2020) which states that organizational culture has a positive effect on employee performance. Previous research show that organizational culture is the collective behavior of organizational members and the values, vision, beliefs and habits that they place in their actions. Organizational culture plays a major role in shaping its success because culture is an important determinant of how well the organization performs(Baihaqi & Saifudin, 2021). In an organizational culture, innovation and risk taking is the level of encouragement for employees to innovate and be brave in taking risks. In organizational culture, the ability to pay attention to detail reflects the demand for employees to be more thorough, analytical and oriented towards work accuracy.

Work environment has a positive effect on employee performance

The results of testing the hypothesis of work environment on employee performance obtained the original sample result of 0.347 and P-Value of 0.05, meaning that the significance < 0.01 , then H3 is accepted, so it can be stated that the work environment significantly affects employee performance and is in line with the hypothesis which means it supports the theory. This research show that the work environment has an important role in employee performance. This is in line with research (Estiana et al., 2023; Laksono & Wilasiththa, 2021; Maulana Sidiq Sahayu, 2021; Rodiyana et al., 2022) which states that the work environment has a positive effect on employee performance. According to the book (Riyadi,



2018) the work environment is a facility or place that plays a very important role in the organization. Because if they do not have or eliminate the formation of the work environment, organizations usually only take very simple actions to calm the work environment, which results in these aspects having an impact on employee psychology, so that it will indirectly create obstacles in achieving employee work performance.

CONCLUSIONS

Motivation has significant affect on employee performance and is in line with the hypothesis, which means it supports the theory. Organizational culture has no significant effect on employee performance and is in the same direction as the hypothesis, which means it supports the theory. Work environment has a significant effect on employee performance and is in the same direction as the hypothesis, which means it supports the theory.

IMPLICATIONS

Theoretical Implications

It is hoped that the results of the research will develop theories of employee performance, especially regarding the factor that influence employee performance. By examining motivation, organizational culture, and work environment on employee performance, this research can add to academic literature

Management Implications

The research produces findings that are useful for universitas and for pt gondowangi trdisional kosmetika to create a more positive work environment and can support employees in dealing with motivation. By implementing this, it can be effective in improving employee performance.

Policy Implications

The result of this study can help regulation and governments to ensure that the right policies will create synergies to achieve maximum potential.

LIMITATIONS

The limitation of this study is that all research variables, namely the independent variable, employee performance as the dependent variable, are measured using a questionnaire, so the data obtained is not guided in detail in filling it out. Therefore, it can have the possibility of respondent subjectivity to the questions asked and also have problems awaiting for confirmation from respondents

SUGESTIONS

For the researchers, it is recommended to add new variables such as workload, job satisfaction or work discipline to see a more complex relationship and for research to be extended to different company or industry sectors, and can use a long-term approach to



understand changes in the relationship between variables over time. In addition, future researchers can complement quantitative research with qualitative methods. In addition focusing on specific elements of organization culture can provide new insights into the influence on employee performance.

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