

Organizational Culture, Work Environment, and Motivation: Its Impact On Performance ASN

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ABSTRACT

The purpose of this study is to understand the influence or impact of organizational culture, work environment, and motivation in improving ASN performance at the Wonogiri District Civil Service Agency. This study uses 40 employees as respondents. Data analysis used multiple multiple linear regression with reliability validity tests, statistical tests, and classical assumptions also coefficiently of determination. The results of this study indicate that organizational culture has a negative but not significant effect on ASN performance. Work environment and motivation positively and significantly affect ASN performance at the Wonogiri Regency Regional Personnel Agency. The results of the simultaneous test (Test F) show the effect of organizational culture and work environment as well as motivation had a positive and significant on ASN performance. The coefficient of determination obtained R squared is 0,664, which means that the variability of organizational culture, work environment, and motivation can affect the increase in ASN performance by 66,4 % of the rest is 33,6% influenced by other variables outside the modeling.

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1. Introduction

Employees are valuable human resources and need good management to contribute optimally. The achievement of the goals of the organization is related to the performance of all employees. Human resource management as done in BKD Kab. Wonogiri will effectively be able to contribute to the achievement of the goals of the organization. Therefore it is necessary to evaluate the performance of employees in BKD kab. Wonogiri.

Regional Personnel Agency (BKD) Kab. Wonogiri is one of the various public sector organizations in Wonogiri that seeks to provide maximum service to the community in the form of improving performance. The role of the Regional Personnel Agency (BKD) employee performance in Wonogiri Regency has an important meaning to support the organization in achieving the organization's vision and mission, with organizational culture, work environment, and employees motivation will to always work hard.

Performance for the organization is the answer to the success of organizational goals. Performance appraisal is a systematic study of individual employees which is carried out formally according to organizational standards (Ranuwirna, 2021).

Organizational culture is a factor closely related to performance (Aprila & Wibawa, 2020). Organizational culture can function as 1) boundaries to define roles so that it is clear that there is a difference between organizations, and 2) the identity of the organization. Organizational culture will shape the mindset and behavior of members of an organization (Amanda et al., 2017). Organizational culture becomes a set of assumptions on beliefs, values, and norms in an organization as a guide for behavior in overcoming various

problems through external adaptation and internal integration (Utami & Saryadi, 2020). Organizational culture is an organizational guideline in its activities. Organizational culture becomes a value system that develops or is developed and applied in an organization so that it becomes the hallmark of the organization (Amanda et al., 2017; Priansa & Agus Garnida, 2013). According to McShane and Von Glinow (in Utami & Saryadi, 2020), a strong organizational culture has the potential to increase performance and vice versa if the organizational culture is weak it results in decreased performance (Utami & Saryadi, 2020). Previous research shows that organizational culture affect positive significance on performance (Rachmat et al., 2019), (Kusuma et al., 2019), (Emita et al., 2021), (Dewi & Sukarno, 2021), (Aprila & Wibawa, 2020).

The work environment factor is no less important and related to employee performance. In a good work environment, employees are motivated and try to improve their performance. The work environment can affect the significance on performance (Rachmat et al., 2019). The research by (Dewi & Sukarno, 2021) shows that the influential work environment positive ly and significance on the performance. Gap research from previous researchers shows the discovery of elements of the work environment can not be significant in influencing employee performance (Emita et al., 2021; Riyadi, 2019).

Work motivation of employees at BKD Kab. Wonogiri is seen as contributing to improving employee performance, one of which is in terms of job satisfaction or in the form of compensation received by BKD Kab employees. Wonogiri. However, if there is a condition where employees do not feel comfortable or lack appreciation, the employee concerned cannot develop all his potential. This can result in a negative contribution to employee performance. Automatically, the employee concerned is not focused or will not concentrate on work. The motivation of BKD employees in Kab. Wonogiri has an important role in influencing performance. Understanding motivation, in individual employees and the environment, will greatly assist in improving performance (Chen et al., 2012; Paais & Pattiruhu, 2020). Motivated employees will work happily and enthusiastically in completing the tasks they carry out. Previous research shows that motivation has a significant positive effect on performance (Aprila & Wibawa, 2020; Rachmat et al., 2019; Saryadi, 2017). The negative and significant influence was conveyed in (Julianry et al., 2017; Raden Yohanes Luhur, 2014). Performance can be influenced by employee motivation factors. Employees who feel motivated at work will have good performance. BKD employee motivation in Kab. Wonogiri is a feeling experienced by employees of the Regional Civil Service Agency of Wonogiri Regency during work. The research used an explanatory approach with 40 ASN respondents in BKD Wonogiri through google form using a Likert scale base. The analysis technique uses multiple linear regression, and statistical tests and classical assumptions of Multiple Linear Regression. The purpose of this study is to determine how the impact of organizational culture, work environment, and motivation variables on performance. which is useful for knowing the effect of organizational culture, work environment and motivation on ASN performance.

2. Research Method

2.1. Literatur Review

a. Performance

Performance is the achievement of work results or performance and is one measure of actual behavior in the workplace that is multidimensional (Mathis, R. L. dan J. H. J, 2014 in Putra et al., 2021). Performance is a result of work achievements both in quality and quantity that have been carried out by employees while carrying out their duties according to their responsibilities (Idowu, 2016). Performance is the results of working employees in quantity and quality for individuals in carrying out their duties according to the burden of employee responsibility (Mangkunegara, 2017 in Emita et al., 2021). The purpose and benefits of Performance Appraisal can be described as follows:



Figure 1. Performance Appraisal Benefits Rivai (2013), (Ranuwirna, 2021)

b. Organizational Culture

According to Schein, 2011, an organization is an entity with a purpose that was formed by its founders, regarding what is being done and how to take an action. Organizations have a habit that has become a culture (Idowu, 2016). The way employees perceive the values that exist in the organization and are adhered to by its members is the organizational culture. Organizational culture is a system of spreading beliefs about values within the organization that directs employees to behave (Utami & Saryadi, 2020). Habits that occur, naturally or formed, will crystallize to form a certain culture in the organization (Saryadi, 2022). Arianaty (2014) state that organizational culture is a shared perception of members of the organization and shared by its members (Dewi & Sukarno, 2021).

c. Work Environment

The work environment is the atmosphere and environmental conditions of employees in work activities (Author et al., 2019; Emita et al., 2021). The work environment according to Sofyan, (2013) is everything that is around employees and influences them in carrying out and completing their work (Dewi & Sukarno, 2021). Nitisemito (2015) said that the work environment can mean all the things around employees that affect them while carrying out their duties (Emita et al., 2021).

d. Motivation

Motivation is very important as acceleration in achieving organizational goals. The challenges in the organization for employees motivation is through the proper implementation of motivational factors in increasing employee performance and productivity within the framework of achieving the main goals (Aprila & Wibawa, 2020; Ghaffari et al., 2017). Motivation as a process that is able to provide an explanation of the strength, direction, and also the persistence of an individual or a person in trying to achieve a goal (Jayaweera, 2015).

2.2. Methodology

This study was explanatory with 40 ASN respondents at BKD Wonogiri via Google form using a Likert scale basis. The analysis technique uses multiple linear regression, and statistical tests and classical assumptions.

Multiple Linear Regression

$$K_n = b_1 BO + b_2 L_k + b_3 M_t + e$$

K_n = Performance

M_t = Motivation

BO = Organizational Culture

L_k = work Environment

b_1, b_2, b_3 = coefficient regression of independent variable

e = error

3. Results And Discussions

Table 1. Validity test result

Item	Inter-item correlation matrix				r critis	Status
	Kn	Mt	Bo	Lk		
1	0,829	0,849	0,433	0,750	0,312	Valid
2	0,853	0,785	0,422	0,804		
3	0,866	0,814	0,478	0,644		
4	0,752	0,801	0,552	0,728		
5	0,852	0,799	0,583	0,746		
6	0,691	0,793	0,920	0,920		
7	0,832	0,427	0,826	0,826		
8	0,498					
9	0,755					
10	0,831					

Source: Results of data processing, 2022

Table 2. Reliability test results

Variabel	Alpha Cronbach	Kriteria	Information
Performance (Kn)	0,795	<i>Alpha Cronbach > 0,60 maka reliable</i>	Reliabel
Motivation (Mt)	0,774		
Organizational Culture (BO)	0,768		
Work Environment (Lk)	0,832		

3.1 Classic Assumption

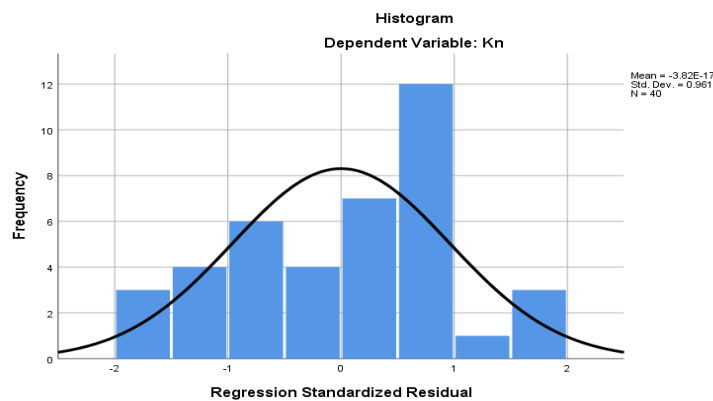


Figure 2. Normality test

- a. The result shows data normal.

Table 3. Autocorrelation test

Model Summary ^b	
Model	Durbin-Watson
1	1.903

a. Predictors: (Constant), Mt, Bo, Lk
 b. Dependent Variable: Kn

- b. The result shows no autocorrelation.

Table 4. Multicollinierity Test

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
Bo	.510	1.963
Lk	.257	3.890
Mt	.373	2.681

a. Dependent Variable: Kn

c. The result shows no multicollinearity

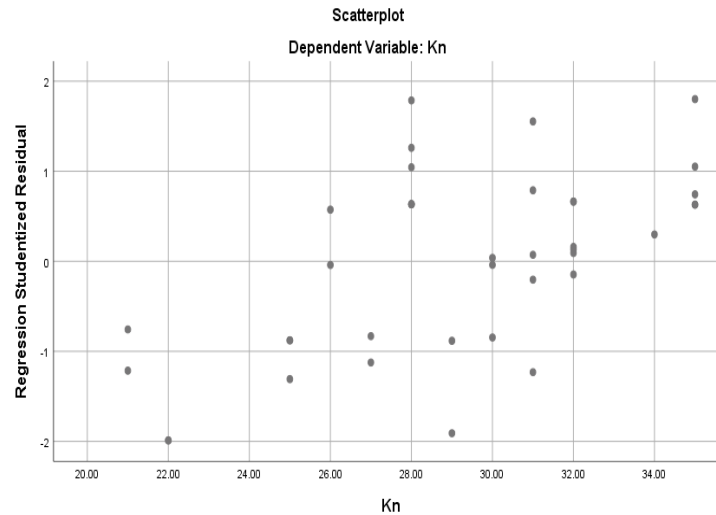


Figure 3. Heteroskedasticity test

3.2 Multiple Liner Regression & t-test

Based on the results in this study, it can be summarized in the following table

Table 5. Result Multiple Liner Regression and t-test

Var	Standardized Coefficients		t	Sig.	Result
	Beta				
BO	-0,073		-0,543	0,591	Hypothesis is not proven
Lk	0,395		2,074	0,045	Hypothesis is proven
Mt	0,511		3,231	0,003	Hypothesis is proven

Dependent Variable: Kn

Multiple Linear Regression:

$$Kn = -0,073 BO + 0,395 Lk + 0,511 Mt + e$$

(0,543) (0,045)** (0,003)**

3.3 t-test

This study shows that Organizational culture influences a negative but insignificant effect on the performance of ASN. Work environment and Work motivation influence positive and significant effects on ASN performance. The coefficient regression of organizational culture is -0,073 with the t-test being -0,543 and significance at 0,591. The coefficient regression of work environment is 0,395 with a t-test is 2,074 and a significance of 0,045, and the Coefficient regression of motivation is 0,511 with a t-test is 3,231 and a significance of 0,003.

3.4 F-test

Table 6. Result of F-test

ANOVA ^a		
Model	F	Sig.
Regression	23.697	.000 ^b

The results of the joint test scores show organizational culture, work environment and motivation have a significant positive effect on ASN performance

3.5 The coefficient of determination total

Table 7. Coefficient of determination
R Square
0,664

The R^2 value of 0,664 means that the employee of BKD Wonogiri is explained by organizational culture, work environment, and motivation as 66,40%, and the remaining 0,336% is explained by other variables outside the research model, for example, communication, work discipline, and others.

3.6 Discussion

a. Organizational culture on ASN performance

The coefficient regression is -0,073 of organizational culture and the t-test being -0,543 with significance $0,591 > 0,005$. The meaning Influence of organizational culture on ASN performance is a negative but insignificant effect.

These results support (Maabuat, 2016) with the results of the study that organizational culture has a negative but not significant effect on performance. This study rejects the results of previous studies from Rachmat et al., (2019), (Kusuma et al., 2019), (Emita et al., 2021), (Dewi & Sukarno, 2021), (Aprila & Wibawa, 2020) which show that organizational culture has a significant influence on ASN performance.

b. Work environment on ASN performance

The coefficient regression of the work environment is 0,395 with a t-test is 2,074 and significance $0,045 < 0,005$. The meaning Influences work environment is a positive significant on ASN performance.

These results support study from (Rachmat et al., 2019), (Dewi & Sukarno, 2021) shows that the influential work environment positively and significance on the performance. But reject the results of previous (Emita et al., 2021; Riyadi, 2019) shows that The work environment insignificant influence on employee performance.

c. Motivation on ASN performance

The coefficient regression of motivation is 0,511 with a t-test is 3,231 and significance $0,003 < 0,005$. This meaning influences work environment is a positive significant on ASN performance.

These results support research by (Aprila & Wibawa, 2020; Rachmat et al., 2019) and (Chen et al., 2012; Paais & Pattiruhu, 2020) shows that motivation has a significant positive effect on performance.

4. Conclusion

The influence on ASN performance for organizational culture is negative but not significant. As for the work environment and motivation is a significant positive. From the F-test, it can be concluded that they have a significant influence on ASN performance. The R^2 value of 0.664 means that BKD Wonogiri employees are explained by organizational culture, work environment, and motivation of 66.40%, and the remaining 0.336% is explained by variables outside the model, for example communication, work. discipline, and others. Motivation has a dominant influence in improving ASN performance. Future research can add other variables that affect ASN performance.

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