

# The Role of Organizational Culture, Work Environment and Motivation in Improving Employee Performance

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## ABSTRACT

This research was conducted to analyze the influence of organizational culture, work environment and motivation on the performance of the employees of RSUP Dr. Wahidin Sudirohusodo Makassar and To analyze the most dominant variables influencing the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar. The first hypothesis of this research is that organizational culture, work environment and motivation have a significant effect on the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar. Researchers used a quantitative approach designed to determine whether organizational culture, work environment and motivation as independent variables affect employee performance. The research emphasizes on measuring variables with numbers and analyzing data with statistical procedures using multiple linear regression analysis with the help of SPSS 16.0 program. The type of data in this study is the type of subject data obtained in the form of opinions, attitudes, experiences and characteristics of the respondents who are the research subjects. To obtain the expected research results the authors use data collection methods in the form of observation, interviews, questionnaires and documentation. The results of the study are organizational culture, work environment and motivation have a positive and significant influence on employee performance. When the application of organizational culture, work environment and motivation improves, employee performance will increase and to achieve this, a better socialization/understanding of the values in the organizational culture is carried out. When the work environment is getting better and more conducive, the performance of RSUP employees will also increase. Dr. Wahidin Sudirohusodo Makassar. This situation indicates that the work environment is an important factor in improving employee performance.

## 1. Introduction

One of the national problems faced by the Indonesian people today is the handling of the low quality of human resources. A large number of human resources if they can be utilized effectively and efficiently will be beneficial to support the pace of sustainable national development. In order for the community to have reliable human resources, quality education is needed, the provision of various social facilities, and adequate employment opportunities. The real main challenge is how to create human resources that can produce optimal performance to achieve the goals of a company or organization.

The success of an organization is influenced by employee performance. Performance is the result of work achieved by an employee in carrying out tasks according to the responsibilities assigned to him. Factors that affect performance are ability and motivational factors. Every organization or company will try to improve employee performance to achieve the organizational goals that have been set. Various ways are taken to improve employee

performance, for example through organizational culture, motivation and creating a good work environment.

Every organization has an organizational culture that functions to form rules or guidelines in thinking and acting in achieving the goals set. This means that an organizational culture that grows and is well maintained will be able to spur the organization towards better development (Shahzad et al., 2012). In addition, the main pressure in organizational culture change and development is trying to change the values, attitudes and behavior of the members of the organization as a whole. In general, an institution or organization can be said to be successful if the employee has an organizational cultural background and motivation that is relevant to the position/job given (Elsbach & Stigliani, 2018).

An employee/employee will feel pride and satisfaction with the achievements achieved. Good performance is a desirable state in his working life. An employee will get good performance if the results of his work are in accordance with both quality and quantity standards. In general, an institution or organization can be said to be successful if the employee has a background in organizational culture and motivation that is relevant to the position/job given

. Wahidin Sudirohusodo Makassar currently between organizational culture and work motivation is not effective in its implementation and its relevance to work does not reach the target for service to the community. One thing that must be done regarding the achievement of successful performance in an organization is to increase employee knowledge and work productivity and place employees according to the field of knowledge and technical skills according to the field of work carried out. Based on the Key Performance Indicators (KPI) of RSUP Dr. Wahidin Sudirohusodo Makassar as well as assessments and surveys conducted on employees, to be able to manage their human resources through good management by providing opportunities for employees to advance so that they will get their own satisfaction at work.

The progress of Dr. Wahidin Sudirohusodo Makassar is also inseparable from management in using resources in the form of increasing organizational culture and high work motivation, especially the ability of individual human resources to face the demands of the organization in playing their role and work as an organization that develops and advances, with the aim of realizing behavioral change more quickly. and performance improvement in line with the demands for transparency and public accountability. Based on these hopes and desires, it turns out that it is difficult to fulfill so that there is a problem that the employee performance of Dr. RSUP Dr. Wahidin Sudirohusodo Makassar, which has been shown by factors of organizational culture and work motivation and work environment.

Based on research conducted (Sokro, 2012) on the analysis of the influence of organizational culture, motivation and performance, it shows that organizational culture and motivation have a significant effect on improving organizational performance. In addition, research conducted by (Prihayanto & Ratnawati, 2011) about the influence of organizational culture and motivation on employee performance at PT. Telekomunikasi Indonesia Tbk, Regional IV shows that there is a positive and significant influence of organizational culture and motivation on employee performance.

To prove the statement above, the author will conduct an in-depth study of several factors that influence employee performance with the title "The Influence of Organizational Culture, Work Environment and Motivation on Employee Performance at Dr. RSUP. Wahidin Sudirohusodo Makassar". The purpose of this study was to analyze the influence of organizational culture, work environment and motivation on the performance of employees of

RSUP Dr. Wahidin Sudirohusodo Makassar and To analyze the most dominant variables influencing the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar.

## 2. Literature Review

### Human Resource Management

Guest (2017) defines human resource management (HRM) as one of the fields of general management which includes aspects of planning, organizing, implementing and controlling. This process is contained in the functions/fields of production, marketing, finance, and staffing. Because human resources (HR) are considered to have an increasingly important role in achieving company goals, various experiences and research results in the HR field are systematically collected in what is called human resource management (Ramaprasad et al., 2017). The term "management" has the meaning as a collection of knowledge about how to manage human resources.

Ahmad (2015) suggests that human resource management is the utilization, development, appraisal, remuneration, and management of individual members of the organization or group of employees. Furthermore, the definition of human resources according to Anderson, (2015) is planning, organizing, directing, and supervising the activities of procurement, development, compensation, integration, maintenance, and release of human resources in order to achieve organizational and community goals.

Therefore, human resources must be managed properly to increase the effectiveness and efficiency of the organization, as one of the functions within the company known as human resource management. Humans are the most important and very decisive. Human resources are the only resources that have reason, feelings, desires, abilities, skills, knowledge, encouragement, power, and work. The only resource that has ratio, taste and intention.

Storey (2016) argues that human resource management is the application of management based on its function to obtain the best human resources for the business we run and how the best human resources can be maintained and continue to work with us with constant or increasing quality of work. Given the importance of the role of human resources in the company in order to remain able to "survive" in a climate of free and unlimited competition, the role of human resource management is no longer only the responsibility of the employees or employees, but is the responsibility of the company's leadership.

### Employee

Performance Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The high and low performance of workers is closely related to the reward system applied by the institution/organization where they work. Giving inappropriate awards can affect the improvement of one's performance. According to (Shahzadi et al., 2014) the factors that affect performance are as follows (a) effectiveness and efficiency; (b) authority (authority); (c) discipline; (d) Initiative.

The achievement of organizational goals is carried out by all members by carrying out predetermined tasks based on the workload and volume managed by a management. In carrying out their duties, each member who functions as a subordinate needs to be assessed for the results after a certain grace period through a program (Anitha, 2014). This program/business series can be regarded as an assessment of employee performance. Meanwhile (Elnaga & Imran, 2013) states that performance appraisal is a record of the results obtained from certain job functions or certain activities over a certain period of time.

(Shahzadi et al., 2014) argues that in essence the assessment of employee performance which is an HR management activity is a process of observing (observing) the implementation of work by a worker who has protected human rights. According to (Elnaga & Imran, 2013) performance appraisal is to assess the ratio of real work results to the quality and quantity standards produced by each employee, to establish policies regarding promotions or remuneration.

In the next turn, the results of the assessment/measurement of employee performance can be used as valuable information for managers, for example being able to see whether workers are doing the tasks that are their responsibility, providing an overview of the strengths and weaknesses of workers in carrying out their duties, knowing the effectiveness and efficiency of contributions. employees to the organization, can be associated with decision making and manager policies, and can be used for various organizational or company goals such as career development (promotion or transfer), succession and regeneration, preparation of employee development and training programs, determination of salaries/wages and indirect compensation , review of business strategy and others. (Bedarkar & Pandita, 2014)

#### Factors Affecting Performance

(Diamantidis & Chatzoglou, 2018) suggest that organizational culture is a system of shared values and beliefs taken from the pattern of habits and basic philosophy of its establishment which then interacts to become norms, where these norms are used as a guide for ways of thinking and acting in efforts to achieve common goals. Meanwhile, according to (Pawirosumarto et al., 2017) states that culture consists of a shared mental program that requires individual responses to the environment. Culture is not just behavior on the surface, but is deeply instilled in each of us employees.

Various organizational researchers have found a close bond between a strong organizational culture and the superior performance of an organization. This is very reasonable because employees who feel attached to the values that are upheld by their organization will carry out vigorously, full of responsibility, because they will march in unison towards shared values (Atatsi et al., 2019)

Chatman et al. (2014) suggests that organizational culture is a set of basic assumptions and beliefs held by members of the organization which is then developed and inherited in order to overcome problems of external adaptation and problems of internal integration, while according to Wang & Rafiq (2014) work culture or organizational culture is a set of values. What is accepted is always true, which helps someone in the organization to understand which actions are acceptable and which actions are not acceptable, whereas according to Hogan & Coote (2014) organizational culture is defined as a pattern of basic assumptions that are found or developed. by a particular group to learn to deal with group problems from external Adaptation and internal integration that have worked well.

The second factor that affects performance is the work environment. In a company it is very important to pay attention to management. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process (Diamantidis & Chatzoglou, 2018). A centralized work environment for its employees can improve performance. On the other hand, an inadequate work environment will reduce performance. On the other hand, an inadequate work environment will reduce performance and ultimately reduce employee motivation (Arifani & Susanti, 2020).

A working environment condition is said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable. The suitability of the work environment

can be seen as a result in the long term. Furthermore, unfavorable working environments can demand more manpower and time and do not support obtaining an efficient work system design (Khan et al., 2017).

Chatman et al (2014) define the work environment as the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups. From some of the opinions above, it can be concluded that the work environment is everything that is around employees at work, whether in the form of physical or non-physical, directly or indirectly, which can affect themselves and their work at work.

The third factor is motivation. Motivation comes from another word, namely "movero" which means to move, because essentially human behavior is motivated by the desire to get something which is the goal of the activity, so that behavior is basically goal-oriented, and behavior is basically motivated by the desire to get a goal. In other words, behavior is motivated by a desire to achieve some goal. Motivation is the desire to do as a willingness to expend a high level of effort for organizational goals, conditioned by the ability of that effort to meet an individual need.

Work motivation is a part of management (management function) which is different at the actuation stage, namely after planning, organizing, then motivation. Pawirosumarto et al. (2017) argues that in organizational life, including working life in business organizations, the aspect of work motivation absolutely gets serious attention from managers.

### **3. Research Method and Materials**

This study was designed as a causal research with a quantitative approach. The researcher uses this research design to determine whether organizational culture, work environment and motivation as independent variables affect the performance of the employees of RSUP.Dr.Wahidin Sudirohusodo Makassar as the dependent variable. This study emphasizes the measurement of variables with numbers and performs data analysis with statistical procedures using multiple linear regression analysis. The type of data in this study is the type of subject data obtained in the form of opinions, attitudes, experiences and characteristics of the respondents who are the research subjects. The population in this study were all employees of RSUP. Dr. Wahidin Sudirohusodo Makassar. The population in this study amounted to 1956 employees. The population in this study were all employees of RSUP. Dr. Wahidin Sudirohusodo Makassar. The population in this study amounted to 1956 employees. Determination of the sample is done with the type of Non Probability Sampling. The Non-Probability Sampling technique chosen is Convenience Sampling, namely the respondent as a sample based on chance, that is, anyone who coincidentally meets the researcher can be used as a sample if the person who happens to be met is suitable as a data source.

### **4. Results and Discussion**

Based on the title and formulation of the research problem, this research consists of three independent variables, namely organizational culture (X1), work environment (X2), motivation (X3) and one dependent variable, namely employee performance (Y). The sample in this study were 333 employees of RSUP. Dr. Wahidin Sudirohusodo Makassar. The data quality test was carried out on the indicators of each variable to determine the level of validity of the indicators as a variable measuring instrument, the data quality test consisted of validity and reliability tests. The validity test of this study was used to determine whether the statements in the research questionnaire could measure the variables to be measured. To determine the



validity of the statement of each variable, bivariate correlation is used with the criteria, namely if sig. (2-tailed) < 0.05 = valid and if sig. (2-tailed) > 0.05 = invalid. Reliability test was conducted to measure whether or not the indicators used to measure the research variables were reliable. The results of the analysis of the validity and reliability tests of each research variable can be seen in table 2.

From the results of the crosstab test, it was found that 303 employees with good organizational culture or about 93.7% also performed well. Based on the results of the partial test that has been carried out between organizational culture as an independent variable X1 on the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar as the dependent variable Y shows that the t count is 9.561 with a significance value of 0.000 < 0.05 and the results of multiple linear regression test show a coefficient value of 0.424. The organizational culture variable has a positive and significant effect on the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar.

Effect of Work Environment (X2) on Employee Performance (Y) crosstab test results obtained that employees who have a good work environment of 303 people or about 93.7% also perform well. Based on the results of the partial test that has been carried out between the work environment as an independent variable X2 on the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar as the dependent variable Y shows that the t count is 4.993 with a significance value of 0.000 < 0.05 and the results of multiple linear regression test show a coefficient value of 0.202. This shows that the work environment variable has a positive and significant effect on the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar.

The effect of motivation (X3) on employee performance (Y) obtained by crosstab test results that employees who have motivation in a good category as many as 294 people or about 97.0% also perform well. Based on the results of the partial test that has been carried out between motivation as an independent variable X3 on the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar as the dependent variable Y shows that the t count is 3.937 with a significance value of 0.000 < 0.05 and the results of multiple linear regression test show a coefficient value of 0.151. This shows that the motivation variable has a positive and significant effect on the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar.

The results of this study are in line with research conducted by Herman (2009) with the title Analysis of the Effect of the Work Environment and Organizational Culture on the Performance of Road Traffic Employees of the Medan City Government with the results showing that organizational culture simultaneously has a very significant effect on employee performance. The same thing was stated by Herman (2009) with the title Analysis of the Effect of the Work Environment and Organizational Culture on the Performance of Road Traffic Employees of the Medan City Government with the results of research stating that the work environment simultaneously greatly influences employee performance. Research conducted by Indrarini (2009) with the research title Effect of Motivation and Job Satisfaction on the Performance of Private Academy Lecturers in Semarang City with the results of the analysis showing that work motivation and job satisfaction simultaneously have a positive and significant effect on the performance of private academy lecturers in Semarang City with a coefficient of determination by 44%.

## 5. Conclusion

From the hypothesis proposed in this study, it can be concluded that the hypothesis testing conducted proves that organizational culture, work environment and motivation have a

positive and significant influence on employee performance. Hypothesis testing conducted shows that there is no dominant variable influence on the performance of RSUP employees. Dr. Wahidin Sudirohusodo Makassar

The results obtained indicate that when the implementation of organizational culture is getting better or bigger, the performance of employees will increase. To achieve this, socialization/better understanding of the values that exist in the organizational culture is carried out. When the work environment is getting better and more conducive, the performance of RSUP employees will also increase. Dr. Wahidin Sudirohusodo Makassar. This situation indicates that the work environment is an important factor in improving employee performance.

As for suggestions because of the limitations in this study, namely to be more active in understanding organizational culture to employees, especially to new employees so that their performance can increase. It is hoped that the leadership of the RSUP. Dr. Wahidin Sudirohusodo Makassar, so that employee performance can continue to be improved, this can be done by continuously improving the quality of the employee's work environment. To improve the performance of high employees need encouragement by increasing their motivation. The awarding of excellent work performance is carried out both in the form of material and non-material. For other researchers, the results of this study can be used as data to conduct similar research on the factors that affect employee performance.

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