

THE INFLUENCE OF WORK CULTURE ON EMPLOYEE PERFORMANCE WITH WORK ENVIRONMENT AS A MODERATING VARIABLE

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Abstract

This study is a quantitative study with an explanatory approach, namely an approach that uses a number of previous studies as the main reference for finding elements of novelty in the research being carried out. The data used in this study. The result in this article show that each variable used in this article has been successfully proven and can be accepted. This is because the P-Values are positive and below the significance level of 0.05, namely 0.004. In addition, in the next row, the P-Values also tend to be positive and below the significance level of 0.05, namely 0.000. This is because a good Work Culture can increase employee Commitment and Work Spirit which ultimately also has an impact on Employee Performance. Thus, the first and second hypotheses in this article can be accepted.

Keywords: Work Culture, Employee Performance, Work Environment

1. INTRODUCTION

Work Culture or Organizational Culture is a system of values, beliefs or norms that have long existed that are agreed upon and followed by members or employees of an organization as a guideline for problem-solving behavior within the organization. This behavioral guideline becomes the identity of every human resource in the organization and as a differentiator from other organizations. (Robbins 2018) defines organizational culture as a system of meaning shared by members that distinguishes one organization from another. Furthermore, (Luthans 2011) argues that organizational culture is the norms that guide the behavior of members of the organization where each member will behave according to the dominant culture in their environment. These norms will be a benchmark for how an employee acts and also behaves in an organization (Luthans n.d.).

Gibson, Donnelly, (Yulianti et al. 2022) explain that organizational culture is the personality of the organization that influences the way individuals act in the organization (Winda Meidina and Netty Laura 2022). Based on the opinions of the experts above, it is concluded that organizational culture is a norm, a habit agreed upon by employees in an organization and becomes a separate identity that distinguishes it from other organizations (Mahardika and Wibawa 2019).

According to Carrol, Tosi, Rizzo as quoted by (Mahardika and Wibawa 2019) Factors that influence organizational culture are as follows. a. External influences from the general public usually include factors over which the organization has little or no control (Ma'rifah 2020). This factor is much more difficult to control than internal factors. For example, the

dollar exchange rate is very high or very low, the price of goods is very high, the demand for regional minimum wages is skyrocketing, electricity prices are rising, fuel prices are rising and so on. b. The influence of values is in society. The dominant beliefs and values of the wider community, for example, politeness and cleanliness. External situations related to values are much easier to adapt to, with this being relatively unable to shake the organizational culture that is built. c. Factors that are specific to the organization. The organization always interacts with its environment by overcoming external and internal problems, it will get good solutions. The success in overcoming these various problems is the basis for the growth of organizational culture. Such internal factors are much easier to overcome than external factors as explained in the first point. Thus, external factors are much more difficult to control than internal factors (Aswadi 2016). However, external factors, which are values, culture, customs, manners, etiquette outside the organization, are also easier to adapt than external factors that are macro in nature, especially those concerning the global economy, which are very unlikely to be overcome, unless assisted by state regulations (Hastuti 2022).

(Kurniawan and Ali Alam 2022) describes the aspects of organizational culture that can be measured, namely. a. Innovation and risk-taking (Innovation and risk talking) is an organizational culture that prioritizes new discoveries so that the organization is not left behind and is able to compete with other organizations. b. Attention to detail (attention to detail) Is an organizational culture that emphasizes detail rather than generalization through careful attention to small things will be able to provide the best service to customers. c. Oriented to results (outcome orientation) Is an organizational culture that highly values quality. Product and service quality are the main focus. d. Oriented to people (people orientation) Is an organizational culture that emphasizes the quality of human resources when simultaneously faced with investment in other areas. e. Referring to the team (team orientation) Is an organizational culture that emphasizes the importance of teamwork in achieving organizational goals. f. Aggressiveness (aggressiveness) Is an organizational culture that emphasizes the urgency of human resource aggressiveness to achieve common goals. g. Stability (stability) Is an organizational culture that maximizes organizational stability in developing product quantity and quality.

According to (Fortuna 2020) Stephen P. Robbins in his book organizational behavior divides the functions of organizational culture into five, namely: a. The role of boundary setting b. Providing a sense of identity to members of the organization c. Facilitating the emergence of broader commitments than personal interests. d. Increasing the stability of the social system because it is the social glue that unites the organization. e. Is a control and rational mechanism that serves as a guideline and shapes employee attitudes and behavior.

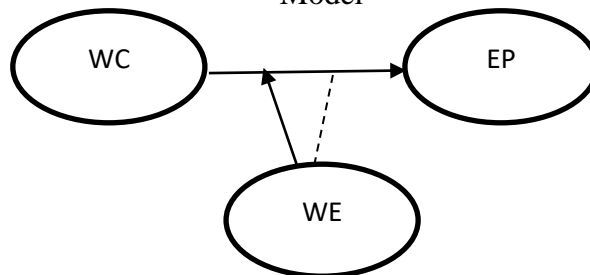
Based on this, researchers believe that Work Culture/Organizational Culture can affect Employee Performance. According to (Bangun 2017) performance is the result that has been achieved by employees in accordance with the requirements set in the job. Meanwhile, according to (Winda Meidina and Netty Laura 2022) it is emphasized that performance is the result of work that can be done by a person or group of people in an

organization in accordance with the rights and obligations of each person to achieve organizational goals without violating the law, in accordance with ethics and morality (Lestari and Ghaby 2018). According to (Sunarta 2019) performance is also interpreted as the result of an evaluation of the work done by individuals compared to the criteria that have been set together. In line with this opinion (Rivai, et al. 2005) also explained that performance is the result or degree of success of a person or as a whole during a certain period of time in carrying out tasks that involve different abilities, such as goals, work standards, which are agreed upon and determined (Aridansyah 2019).

According to (Mangkuprawira 2007) performance is the result of work carried out in quantity and quality by an employee in carrying out his duties in accordance with the responsibilities entrusted to him. (Mangkunegara 2013) Based on the opinions of experts, it can be concluded that performance is work that has been completed by employees or workers in carrying out their duties and responsibilities within a certain period of time. A number of previous studies (Ilahi 2020); (Rita 2020); (Rijanto and Mukaram 2018); (Dahri 2023) & (HAKIKI 2019) show a positive relationship direction and significant influence on Employee Performance. In contrast to a number of studies above, this study adds the Work Environment variable as a moderating variable.

2. RESEARCH METHODS

Figure 1
Model



Noted:

WC: Work Culture

EP: Employee Performance

WE: Work Environment

Based on the first image of the research model above, it can be concluded that the main topic of discussion in this article is around Work Culture, Employee, Performance, and Work Environment (Jonathan Sarwono 2016). The researcher tried to elaborate the three discussion topics as deeply and as widely as possible so that they meet The conclusion of this article aims to analyze the influence of Work Culture on Employee Performance (Sugiyono 2019). There are previous researchers who are similar, namely (Ilahi 2020); (Rita 2020); (Rijanto and Mukaram 2018); (Dahri 2023) & (HAKIKI 2019). What distinguishes this study from the five studies above is the addition of a moderating variable, namely the Work Environment (Abdurahman 2016). This study is a quantitative study with an explanatory approach, namely an approach that uses a number of previous

studies as the main reference for finding elements of novelty in the research being carried out. The data used in this study.

Hypothesis:

H1: The Influence of Work Culture on Employee Performance

H2: Work Environment Can Moderates The Influence of Work Culture on Employee Performance

3. RESULT AND DISCUSSION

Background Analysis

Work Culture or Organizational Culture is a system of values, beliefs or norms that have long existed that are agreed upon and followed by members or employees of an organization as a guideline for problem-solving behavior within the organization. This behavioral guideline becomes the identity of every human resource in the organization and as a differentiator from other organizations. (Robbins 2018) defines organizational culture as a system of meaning shared by members that distinguishes one organization from another. Furthermore, (Luthans 2011) argues that organizational culture is the norms that guide the behavior of members of the organization where each member will behave according to the dominant culture in their environment. These norms will be a benchmark for how an employee acts and also behaves in an organization (Luthans n.d.).

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Validity Test

In the use of primary data analyzed by smart PLS 4.0, it must go through several specific stages including the validity test stage, the reliability test stage, and the path coefficient stage. These three stages must be analyzed sequentially to determine the continuation of the analysis. Like it or not, the data used in this study must be valid. Here are the results of the validity test in this article (Sarstedt et al. 2014):

Table 1
Validity Test

Variable	Question Item	Loading Factor
Work Culture (X)	Work Culture can increase employee commitment to work	0.861
	Work Culture can increase the stability of employee results at work	0.859
	A good Work Culture can increase the stability of employee enthusiasm at work	0.844
	Work Culture can increase employee work ethic	0.845
	Work Culture can improve Employee Performance	0.861
	A good Work Culture can improve Company Performance	0.849
Employee Performance (Y)	Employee Performance can be influenced by a good Work Culture	0.889
	Employee Performance can be influenced by a good Work Commitment	0.893
	Employee Performance can be influenced by a good work spirit	0.921
	Employee Performance can be influenced by a good Work Environment	0.895
	Employee Performance can be influenced by good employee productivity	0.919

	Employee Performance can be influenced by a comfortable Work Environment	0.925
Work Environment (Z)	Work Environment can influence by Employee Work Spirit	0.945
	Work Environment can influence Employee Performance	0.959
	Work Environment can influence Employee Work Commitment	0.962
	Work Environment can influence Employee Work Culture	0.978

Valid > 0.70

Reliability Test

The middle stage that can be passed after passing the initial stage of the validity test in this article is the reliability test stage. The reliability test stage aims to find out whether each variable in this article is reliable or not. Just like the validity test stage, the reliability test stage is also required to be reliable for each variable used. The following are the results of the reliability test in this article (Ghozali 2016):

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Work Culture	0.895	0.845	Reliable
Employee Performance	0.932	0.892	Reliable
Work Environment	0.956	0.915	Reliable

Reliable < 0.05

Path Coefisien

The last and mandatory stage used in every research is to prove that each hypothesis formulated in this article must be successfully proven. The Path Coefficient stage is the last stage that can be done if it has passed the stages of validity testing and reliability testing. The following are the results of the Path Coefficient in this article (Hair 2010)

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	WC->EP	0.004	Accepted
Indirect Influence	WE*WC->EP	0.000	Accepted

Significant Level > 0.05

The results of the third table of Path Coefficients in this article show that each variable used in this article has been successfully proven and can be accepted. This is because the P-Values are positive and below the significance level of 0.05, namely 0.004. In addition, in the next row, the P-Values also tend to be positive and below the

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4. CONCLUSION

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