

**THE INFLUENCE OF WORK ENVIRONMENT, JOB MOTIVATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE**

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**Abstract**

The research aims to examine the relationship between working environmental conditions, job motivation levels, and organizational culture on employee performance. This study focuses on the employees of PT. Indomarco Adi Prima, a company engaged in the distribution field. The research method uses a quantitative approach with a total sampling technique. Data analysis was conducted with the assistance of SPSS software. The results of the study found that the variables of Working Environment (X1), Job Motivation (X2), and Organizational Culture (X3) partially have a significant effect on Employee Performance (Y). The conclusion of this study indicates that factors such as Working Environment, Job Motivation, and Organizational Culture play an important role in improving employee performance within an organization.

**Keywords:** *Work Environment, Job Motivation, Organizational Culture, Employee Performance*

**INTRODUCTION**

The retail industry currently continues to display an interesting dynamic worth observing. As one of the sectors that is the backbone of the economy, its existence has played an important role in driving domestic consumption growth, creating jobs, and facilitating the distribution of goods and services throughout the country (Kasirpintar, 2024).

In its development, this industry faces many challenges, one of which is in human resource management (HRM), as retail operations often take place outside of standard working hours, including at night, on weekends, and even during holidays, so HR needs to arrange flexible work schedules to ensure that stores have sufficient staffing during all operational hours, without overburdening employees with excessive working hours (NetSuite, 2023). In this regard, HR in the retail business is required to motivate its employees to contribute maximally to the company. Therefore, factors such as the work environment, motivation, and a strong organizational culture must always be given attention.

Performance is often interpreted as the process of assessing progress based on the work outcomes as established, including information about the quantity and quality of goods and services produced compared to the set targets, as well as the efficiency and effectiveness of resource use (Simamora & Robin, 2019). This applies both individually and in groups according to the authority and responsibilities granted by the organization within the specified timeframe (Damayanti & Anggraeni, 2024). Performance measurement is useful for evaluating achievements and accountability of the work handled. Here, accountability is not merely the ability to demonstrate work results, but also includes the ability to show that all available resources have been utilized economically, efficiently, and effectively (Manane, 2020).

Many factors can influence employee performance, including organizational culture, work environment, and motivation. Organizational culture is considered a factor that affects employee performance because it plays a crucial role in shaping employee behavior; as a system of values, organizational culture encompasses the values and attitudes that are believed by employees, thus becoming the foundation for the behaviors, norms, and attitudes applied by all members of the organization while working (Meutia & Husada, 2019). A strong and positive

culture can create a supportive work environment and encourage employees to give their best. Conversely, if the organizational culture is weak or not aligned with the individual values of the employees, it can hinder productivity and performance in executing their tasks (Damayanti & Anggraeni, 2024).

In addition to organizational culture, another factor that can enhance employee performance is the work environment. A positive and conducive work environment can increase job satisfaction, which ultimately impacts employee performance (Warongan et al., 2022). A good work environment can be seen from the adequate design of office space and a well-organized and comfortable layout, while a chaotic and careless layout causes employees to be less productive and optimal (Nurhandayani, 2024). A positive and conducive work environment will provide comfort, allowing employees to work optimally, while an uncomfortable and less supportive environment can disrupt their concentration. Therefore, in order for employee productivity to be optimal, companies must create a comfortable, safe, and conducive work environment. With a comfortable, safe, and conducive work environment, employees will be more motivated to work (Panjaitan, 2018).

Job motivation is a state within an individual that drives their desire to engage in certain activities to achieve goals (Rahmawati & Sulton, 2024). Every company certainly wants to enhance the work motivation of its employees. To realize this, companies need to provide the right motivation to all employees so that they can achieve work performance and improve productivity (Iliadi, 2023). Without the right motivation, employees cannot fulfill their responsibilities according to the established standards, as the motives and motivation required are not met (Karrimah & Yuliamir, 2024).

This research focuses on PT. Indomarco Adi Prima in the North Malang area, which in its operations is divided into several stock points, namely the areas of Lawang, Purwosari, Tutur, and Sukorejo. This company is a subsidiary of the Indofood Group, which is one of the leading retail companies in Indonesia engaged in the distribution of various consumer daily needs products. In carrying out its operations, PT Indomarco is highly dependent on the performance of employees at various levels, from warehouse staff, sales personnel to management.

As a large company spread across various regions, PT Indomarco Adi Prima faces the challenge of ensuring that all of its employees can work optimally.

Based on the findings in the field, which are based on statements from employees, there are several indications that some employees have work productivity that is still below the targets set, and a decline in service quality caused by errors in the delivery of goods to the store, the unavailability of stock in the warehouse that does not match the store's orders, and also a decline in product quality due to the high number of defective products. This happens because many employees are dissatisfied with the cultural and work environment conditions, which are caused by a lack of good communication between management and employees, resulting in inefficient performance.

Studies of previous research indicate that organizational culture, work environment, and job motivation have a significant positive partial effect on employee performance (Damayanti & Anggraeni, 2024; Saputri & Defrizal, 2023). Meanwhile, the research conducted by (Sari & Moeljono, 2023) found that the work environment and culture do not significantly affect employee performance. The study by (Adha et al., 2019) shows that there is no significant effect of job motivation on employee performance. Research by (Setianto et al., 2023) reveals that organizational culture does not have a significant partial effect on employee performance. Meanwhile, research results (Simamora & Robin, 2019) indicate that the work environment has a negative and insignificant effect on employee performance.

The results of the above studies show inconsistencies in the findings, so this research needs to be conducted with the aim of further analyzing whether factors such as work environment, job

motivation, and organizational culture have a significant impact on employee performance when related to the conditions at PT. Indomarco Adi Prima.

### **Employee Performance**

Organizational performance is a reflection of the achievements attained by the organization in its operational activities covering financial aspects, marketing aspects, fundraising and distribution aspects, technological aspects, and human resource aspects (Haan et al., 2022). Employee performance is the output that can be achieved by an individual or a group of employees within an organization, in accordance with their respective responsibilities and authorities in efforts to achieve the organization's goals (Niam & Syah, 2019). There is a close relationship between individual performance and organizational performance; in other words, if employee performance is good, then the likelihood of organizational performance being good is also high (Arifin et al., 2015).

### **Work Environment**

The work environment is the organizational elements as a social system and has a strong influence in shaping the behavior of individuals in the organization and affects organizational performance (Sari & Moeljono, 2023). The work environment includes everything that exists in the organization, both physical and psychological aspects, which directly or indirectly influence organizational performance" (Warongan et al., 2022).

Indicators of the work environment according to (Sedarmayanti & Rahadian, 2018) are lighting, air temperature, noise, use of color, required space, work safety, and relationships among members within the organization. Meanwhile, according to (Firjatullah et al., 2023), indicators of the work environment include work atmosphere, air circulation in the workplace, noise in the workplace, relationships with coworkers, and the availability of work facilities.

### **Job Motivation**

Motivation can be defined as a strong impulse that arises from within or outside a person and stimulates the spirit and strength to achieve something desired (Astuti. et al., 2022). Furthermore, (Damayanti & Anggraeni, 2024) argue that motivation is the method employed by an organization and is the key to success in maintaining work continuity within a company, supported by strong assistance from leadership.

### **Organizational Culture**

Organizational culture is a set of values, norms, beliefs, and behaviors that are upheld and serve as the identity of an organization (Fachreza. et al., 2018). Organizational culture reflects the way of working, interactions among organizational members, as well as the values that are upheld and cherished (Arumsari & Widowati, 2019). A culture that is open to innovation, focused on learning, and encourages collaboration among teams will help facilitate rapid adaptation and responsive decision-making in the midst of an ever-changing work environment (Ali et al., 2023).

## **METHOD**

This research uses a causal quantitative method with a survey method. The purpose is to measure and analyze the cause-and-effect relationship between the variables studied, such as Work Environment, Work Motivation, Organization Culture, and Employee Performance. The sampling technique used in this research is saturated sampling, where the entire population is made respondents with a total of 56 people. This research utilizes primary data gathered through the distribution of questionnaires directly to all employees working at PT Indomarco Adi Prima. The questionnaire consists of statements/questions that measure the variables of work

environment, work motivation, organizational culture, and employee performance using a Likert scale. For data analysis techniques, SPSS is used.

## DISCUSSION

**Table 1 Results of the t Test**  
Coefficients<sup>a</sup>

Model	Unstandardized		Standardized Coefficiens Beta	t	Sig.
	B	Std Error			
(Constant)	36.020	2.655		13.566	
Work Environment	.249	.085	.339	2.923	.005
Job Motivation	.214	.080	.297	2.662	.010
Organizational Culture	.169	.070	.272	2.410	.020

a. Dependent Variable: Employee Performance

### The Influence of the Work Environment on Employee Performance

The t-test results indicate that the work environment has a positive and significant impact on employee performance. This means that the work environment of PT. Indomarco Adi Prima plays an important role in contributing to employee performance.

Based on the findings from the field, which are based on the answers to the questionnaire provided, it shows that the majority of respondents agree that the work environment at PT. Indomarco Adi Prima, when analyzed in terms of the work atmosphere, air circulation in the workplace, cooperation among colleagues both in groups and teams, as well as the availability of work facilities, is capable of providing a comfortable, conducive feeling and supporting employee performance.

This finding is in accordance with the research conducted by (Saputri & Defrizal, 2023) which reveals that companies providing a comfortable and conducive work environment are able to enhance their employees' performance. This finding is also consistent with the findings of (Sari & Moeljono, 2023; Warongan et al., 2022) that the work environment encompasses everything within the organization, both physical and psychological, and this social system has a strong influence in shaping the behavior of individuals within the organization and affects the performance of the organization.

### The Influence of Job Motivation on Employee Performance

The results of the t-test indicate that job motivation has a positive and significant impact on employee performance. This means that PT. Indomarco Adi Prima is capable of providing good motivation to its employees.

Based on field findings derived from the responses of the questionnaire given to employees, it is known that PT. Indomarco Adi Prima has succeeded in motivating its employees by meeting their needs by providing adequate facilities, offering opportunities for growth according to their potentials, recognizing their contributions, as well as fulfilling their emotional and psychological needs. This policy creates a sense of security for employees and enhances their job motivation, thereby positively affecting their performance.

This finding is consistent with the research results (Damayanti & Anggraeni, 2024) which state that motivation is the method employed by the organization and is key to success in maintaining continuity of work within a company, supported by strong assistance from leadership.

### The Influence of Organizational Culture on Employee Performance

These findings indicate that organizational culture has a positive and significant impact on employee performance. Thus, Hypothesis 1 is accepted. This conclusion is drawn based on the results of the T-test, which showed a significant value for the organizational culture variable at  $0.020 < 0.05$ , meaning that organizational culture significantly and positively affects employee performance. This occurs because the organizational culture at PT. Indomarco Adi Prima appreciates failures and considers them as learning opportunities, stimulating the creation of innovation, prioritizing accuracy and speed of employee work, as well as respecting technical details according to Standard Operating Procedures (SOP). PT. Indomarco Adi Prima always considers the impact of decisions on employees, employees are also proud because PT. Indomarco Adi Prima consistently maintains the great achievements it has achieved, thus PT. Indomarco Adi Prima needs to maintain the current work environment.

This is in line with the statement (Ali et al., 2023) that a culture open to innovation, focused on learning, and encouraging collaboration among teams will help facilitate rapid adaptation and responsive decision-making in an ever-changing work environment.

## **CONCLUSION**

Based on the results of the analysis, it can be concluded that the work environment with indicators such as atmosphere, circulation of the place, noise, teamwork, and the facilities provided has a positive and significant influence on employee performance. Motivation with indicators of fulfilling needs, opportunities for development, social relationships, recognition, and job security has a significant influence on employee performance. Similarly, the organizational culture based on failure as a learning process, accuracy and speed in completing tasks, adherence to technical details according to standard operating procedures, the impact of management decisions on individuals, policies that support collaboration, and appreciation for initiative and competence have been proven to have a highly significant influence on employee performance.

Environmental factors, motivation, and organizational culture are interrelated factors that influence employee performance. It is important for companies to pay attention to and manage these factors effectively in order to create a conducive work environment and maintain high employee performance.

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