

**THE INFLUENCE OF WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE
ON PERFORMANCE EMPLOYEE THROUGH MOTIVATION WORK AS AN
INTERVENING VARIABLE IN NELONGSO FRIED CHICKEN**

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Abstract

This study aims to analyze the effect of work environment and organizational culture on employee performance through work motivation as an intervening variable. The study was conducted on employees of Ayam Goreng Nelongso in Malang City. The research method used is causal quantitative with a survey approach. Data were collected using questionnaires distributed to 42 respondents, selected through a simple random sampling technique. Hypothesis testing was carried out using multiple linear regression analysis and path analysis to identify direct and indirect relationships between variables. The results of the study show that the work environment has a significant effect on employee performance, both directly and through work motivation. However, organizational culture does not significantly affect employee performance, either directly or through work motivation. Furthermore, work motivation does not act as a significant mediator between work environment or organizational culture and employee performance. This study provides practical implications, suggesting that improving the work environment should be a priority to enhance employee performance, while strengthening organizational culture needs further evaluation to improve its effectiveness.

Keywords: Work Environment, Organizational Culture, Work Motivation, Performance

PENDAHULUAN

In today's increasingly advanced era, competition between economic environments and industrial companies is changing rapidly, which demands that every company player always adapts to existing change patterns so that each company remains competitive. The work environment is one of the important factors that must be considered in efforts to improve employee performance. If the work environment is uncomfortable, it can cause a lack of enthusiasm for work. Poor work environment conditions have the potential to cause employees to be stressed and have difficulty concentrating. (Walewangko, 2020) .

The work environment is the condition of the environment around employees in carrying out work, work methods, and work arrangements as a group or individual (Ningrum et al, 2021). Employee performance is the mainstay and hope for an organization to be able to compete and maintain its position as a growing organization. Employee performance is often used as a reference for a company's competitiveness, in producing good employee performance the company must be good at choosing strategies and seeing the aspects that influence (Zainuddin & Nasikhah, 2021) .

Organizational culture is also an aspect that helps the success of employee performance in achieving company goals. Organizational culture is a system of values and beliefs that are believed together regarding employees, organizational structures, and monitoring systems to create good standards of behavior. The organizational culture created by the company is also a determinant factor that can influence performance to go up and

down (Setiawan & Wulansari, 2023) . If the organizational culture is running well, it will affect employee performance. Conversely, if the organizational culture is not running well, this indicates a problem in the employee performance system.

Performance is a measure of how well or poorly an organization performs its important tasks and functions to achieve its goals, vision and mission. Employee performance can be seen and measured if individuals or groups of employees have standards of success or standards set by the organization (Safitri, 2022) . One of the employee's performances can be seen from their level of discipline. To improve employee performance, of course, there is motivational encouragement from superiors. Motivation influences the desire to work hard and achieve the desired results (Darmawan et al., 2019) .

This study is based on observations at the branches of Nelongso Fried Chicken which have an organizational environment and culture that is still considered less structured so that it can affect employee performance. Through work motivation, it is expected to improve employee performance at Nelongso Fried Chicken.

RESEARCH METHODS

The type of research used is quantitative causal, namely research that aims to... For determine connection cause and effect between variables . The population is 42 employees of Ayam Goreng Nelongso in Malang City . The method used is a direct survey of employees by providing a questionnaire that has been provided. The measurement of variables uses a Likert scale with a score of 1 to 5. The data obtained from the questionnaire will then be processed using the SPSS program.

RESULTS AND DISCUSSION

Regression Analysis

Coefficient of Determination

Table 1 .
Coefficient of Determination R Square

| Model | R | R Square | Adjusted Square | RStd. Error of the Estimate |
|-------|-------|----------|-----------------|-----------------------------|
| 1 | ,800a | ,641 | ,612 | 2,751 |

a. Predictors: (Constant), Work Motivation, Organizational Culture, Work environment

Source : processed by SPSS, 2024

Based on the table above, it can be interpreted that the influence of the Work Environment (X1), Organizational Culture (X2) and Work Motivation (Z) either partially or simultaneously on the Employee Performance variable (Y) is 64.1% and the remaining 35.9% is obtained from other variables outside this study.

Table 2. First Equation Regression Test Results

| Model | R | R Square | Adjusted Square | RStd. Error of the Estimate |
|-------|-------|----------|-----------------|-----------------------------|
| 1 | ,830a | ,690 | ,674 | 2,057 |

a. Predictors: (Constant), Organizational Culture, Work Environment

Table 3. F Test Results ANOVA ^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------|
| 1 | Regression | 366,673 | 2 | 183,337 | 43,348 | ,000b |

| | | | |
|----------|---------|----|-------|
| Residual | 164,946 | 39 | 4,229 |
| Total | 531,619 | 41 | |

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Organizational Culture, Work Environment

Table 3. T -Test Results Coefficients ^a

| Unstandardized Coefficients | | Standardized Coefficients | | | |
|-----------------------------|------------------------|---------------------------|------|-------|------|
| Model | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 2,503 | | 1,062 | ,295 |
| | Work environment | ,656 | ,789 | 6,321 | ,000 |
| | Organizational culture | ,068 | ,058 | ,464 | ,645 |

a. Dependent Variable: Work Motivation

The R value of 0.830 indicates that there is a very close relationship between the Work Environment and Organizational Culture on Employee Performance. The R square value of 0.690 indicates that the variables of marketing communication and service quality have a contribution to the influence of emotional closeness of 69%, while the rest is influenced by other variables of 31% which are not explained in the study. In the ANOVA table, it is known that the significance value is 0.000 (below 0.05). This means that simultaneously there is an influence between marketing communication and service quality on emotional closeness. Based on the t test, the results show that the value with a significance value <0.05 indicates that there is a partial influence between the Work Environment and employee performance. While Organizational Culture on Employee Performance does not show significant results.

The first regression equation is as follows:

$$Z = a + \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 2.503 + 0.656.X_1 + 0.068.X_2 + 2.356 e$$

Where:

Z = Work Motivation

X1 = Work Environment

X2 = Organizational Culture

e = standard error

Table 4. Results of the Second Equation Regression Test

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | ,800a | ,641 | ,612 | 2,751 |

a. Predictors: (Constant), Work Motivation, Organizational Culture, Work Environment

Table 5. F Test Results

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------|
| 1 | Regression | 513,120 | 3 | 171,040 | 22,594 | ,000b |
| | Residual | 287,665 | 38 | 7,570 | | |
| | Total | 800,786 | 41 | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Organizational Culture, Work Environment

**Table 6.T-Test Results
Coefficients^a**

| Unstandardized Coefficients | | Std. Error | Standardized Coefficients Beta | t | Sig. |
|-----------------------------|-------|------------|--------------------------------|-------|------|
| Model | B | | | | |
| 1 (Constant) | 2,195 | 3,197 | | ,687 | ,497 |
| Work environment | ,546 | ,198 | ,535 | 2,764 | ,009 |
| Organizational culture | ,203 | ,195 | ,142 | 1,038 | ,306 |
| Work motivation | ,225 | ,214 | ,184 | 1,052 | ,300 |

a. Dependent Variable: Employee Performance

The R value of 0.800 indicates that there is a very close relationship between the Work Environment, Organizational Culture, and Work Motivation on Employee Performance. The R square value of 0.641 indicates that the variables of marketing communication and service quality have a contribution to the influence of emotional closeness of 64.1%, while the rest is influenced by other variables of 35.9% which are not explained in the study. In the ANOVA table, it is known that the significance value is 0.000 (below 0.05). This means that simultaneously there is an influence between marketing communication and service quality on emotional closeness. Based on the t test, the results show that the value with a significance value <0.05 indicates that there is a partial influence between the Work Environment on Employee Performance. While the sig. value of Organizational Culture (X2) 0.306 and Work Motivation (Z) 0.300 is greater than 0.05, which means that it does not have a partial and significant influence on Employee Performance.

The first regression equation is as follows: $Y = a + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 Z + e$

$$Y = 2.195 + 0.546.X_1 + 0.203.X_2 + 0.225.Z + 3.197 e$$

Where:

Z = Work Motivation

X1 = Work Environment

X2 = Organizational Culture

e = standard error

Y = Employee Performance

Path analysis

Table 7. Results of Path Analysis Test of Independent Variables on Intermediate Variables

| Variables | Beta Standardized | t count | sig |
|-----------------------------|-------------------|---------|-------|
| Work Environment (X1) | 0.789 | 6,321 | 0 |
| Organizational Culture (X2) | 0.058 | 0.464 | 0.645 |

Source: Processed primary data, 2024

Table 8. Results of Path Analysis Test of Independent Variables on Dependent Variables

| Variables | Beta Standardized | t count | sig |
|-----------------------|-------------------|---------|-------|
| Work Environment (X1) | 0.535 | 2,764 | 0.009 |

| | | | |
|-----------------------------|-------|-------|-------|
| Organizational Culture (X2) | 0.142 | 1,038 | 0.306 |
| Work Motivation (Z) | 0.184 | 1,052 | 0.300 |

Source: Processed primary data, 2024

Based on these influence models, a cross-influence model can be constructed as follows. This cross-influence model is called path analysis, where the influence of error is found as follows:

$$Pe_i = \sqrt{1 - R^2_i}$$

$$Pe_1 = \sqrt{1 - R^2_{1i}}$$

$$= \sqrt{1 - 0.690}$$

$$= 0.556$$

$$Pe_2 = \sqrt{1 - R^2_{2i}}$$

$$= \sqrt{1 - 0.641}$$

$$= 0.599$$

Table 9. The Influence of Independent Variables on Dependent Variables

| Influence between Variables | Direct Influence | Sig value. | Indirect influence | Total influence | Information |
|-----------------------------|------------------|------------|---------------------|-------------------|-----------------|
| X1 – Y | 0.535 | 0.009 | - | - | Significant |
| X2 – Y | 0.142 | 0.306 | - | - | Not significant |
| X1 - Z | 0.789 | 0 | - | - | Significant |
| X2 – Z | 0.058 | 0.645 | - | - | Not significant |
| Z – Y | 0.184 | 0.300 | - | - | Not significant |
| X1 – Z – Y | - | - | 0.535 x 0,184=0,098 | 0.535+0,098=0,633 | No mediation |
| X2 – Z – Y | - | - | 0.142 x0,184=0,026 | 0.142+0,026=0,168 | No mediation |

Source: Processed primary data, 2024

From the results of the path analysis it can be seen that:

1. There is a direct influence between the Work Environment (X1) on Employee Performance (Y) with a path value of 0.535 and a significance of 0.009. So hypothesis 1 is accepted.
2. There is no direct influence between Organizational Culture (X2) on Employee Performance (Y) with a path value of 0.142 and a significance of 0.306. Therefore, hypothesis 2 is rejected.
3. There is a direct influence between the Work Environment (X1) on Work Motivation (Z) with a path value of 0.789 and a significance of 0.000. So hypothesis 3 is accepted.
4. There is no direct influence between Organizational Culture (X2) on Work Motivation (Z) with a path value of 0.058 and a significance of 0.645. Therefore, hypothesis 4 is rejected.
5. There is no direct influence between closeness and work motivation (Z) on Employee Performance (Y) with a path value of 0.184 and a significance of 0.300. Therefore, hypothesis 5 is rejected.
6. So work motivation (Z) cannot mediate between work environment (X1) and organizational culture (X2) on employee performance (Y).

DISCUSSION

H1: Environment Work influential positive to performance employee

Based on the analysis above, it is known that there is a direct influence between Work Environment (X1) on Employee Performance (Y) with a path value of 0.535 and a

significance of 0.009. So hypothesis 1 is accepted .

The work environment has a direct influence on employee performance, which includes physical, psychological, and social aspects. The direct influence between the work environment and employee performance refers to how physical, psychological, and social conditions in the workplace can affect employee productivity, efficiency, and the quality of work results. (Ahmad et al., 2022) . The physical work environment includes factors such as lighting, temperature, cleanliness, room layout, and noise levels. Optimal physical conditions, such as adequate lighting and comfortable room temperatures, can increase employee focus and energy, thereby increasing their productivity (Lie, 2024) . Conversely, an uncomfortable work environment, such as high noise or a narrow and poorly arranged workspace, can reduce concentration and work effectiveness.

From a psychological perspective, factors such as a sense of security, support from superiors, and a fair reward system contribute to employee job satisfaction and motivation. Employees who feel cared for and appreciated by the company will be more motivated to work well. For example, rewards in the form of incentives, bonuses, or recognition of work achievements can increase employee enthusiasm in achieving company targets.

In addition, social aspects in the work environment, such as good relationships between coworkers and positive interactions with superiors, also play an important role in creating a conducive work atmosphere. Solid teamwork, open communication, and a culture of mutual support will create a harmonious work environment. This will motivate employees to work better and achieve organizational goals together. Conversely, a work environment full of conflict or poor communication can hinder productivity and reduce the quality of employee performance.

Thus, a good and conducive working environment will directly increase employee satisfaction, motivation, and performance. Therefore, companies need to ensure that the working environment created supports the needs of employees physically, psychologically, and socially so that they can work optimally.

H2: Organizational culture has a positive effect on employee performance.

Based on the results of the analysis above, it is known that there is no influence between Organizational Culture (X2) on Employee Performance (Y) with a path value of 0.142 and a significance of 0.306. So hypothesis 2 is rejected .

Organizational culture does not always have a positive effect on employee performance due to several factors that can hinder the relationship between the two. One of the causes is the inconsistency between organizational cultural values and individual employee values, which can reduce the effectiveness of culture in improving performance. In addition, inconsistent implementation of organizational culture can also cause ambiguity in its application in the work environment. Other more dominant factors, such as reward systems, leadership, and work environment conditions, often have a greater influence on employee performance than organizational culture itself.

In addition, the impact of organizational culture on employee performance requires a relatively long adaptation period before it can be fully internalized. Lack of management commitment in implementing organizational culture can also reduce its effectiveness in improving performance. Some forms of organizational culture that are too bureaucratic or do not support productivity can actually be obstacles to employee performance. Therefore, in order for organizational culture to have a positive impact on employee performance, companies need to ensure that the culture is implemented effectively, consistently, and accompanied by support from various other factors that affect performance.

H3: The work environment has a positive effect on work motivation.

There is an influence between the Work Environment (X1) and Work Motivation (Z) with a

path value of 0.789 and a significance of 0.000. So hypothesis 3 is accepted.

There is an influence between the Work Environment (X1) and Work Motivation (Z). Physical factors such as adequate lighting, comfortable temperature, room cleanliness, and ergonomic layout contribute to employee comfort in the workplace. When employees feel comfortable with their physical environment, they tend to be more motivated to work because they are not disturbed by things that reduce concentration or cause stress. A work environment that provides supporting facilities such as a comfortable break room, adequate work equipment, and access to relevant technology can increase work motivation. Employees will feel supported by the organization and more motivated to work effectively and efficiently. A safe work environment, both physically and psychologically, can increase work motivation. Employees who feel safe from physical or psychological threats and have job security will be more motivated to work well.

A flexible work environment, such as a remote work policy or flexible working hours, can help employees achieve a work-life balance. This balance is essential to maintaining high work motivation.

H4: Organizational culture influences work motivation.

There is no direct influence between Organizational Culture (X2) on Work Motivation (Z) with a path value of 0.058 and a significance of 0.645. Therefore, hypothesis 4 is rejected.

There is no direct effect between Organizational Culture (X2) and Work Motivation (Z). Organizational culture refers to the values, norms, beliefs, and practices that apply in an organization. This includes how employees interact, how decisions are made, and how teamwork and communication take place within the organization. Work motivation is the level of enthusiasm, commitment, and drive of employees to do their jobs. This motivation is often influenced by factors such as compensation, work environment, relationships with superiors, and overall job satisfaction. In this context, "no direct effect" means that when organizational culture is measured or changed, there is no significant direct impact on employee work motivation levels. This could mean that, for example, changes in organizational culture (such as changes in company values or norms) do not automatically or immediately increase or decrease employee work motivation. Even though there is no direct effect, organizational culture may still have an indirect effect on work motivation through other variables. For example, a positive organizational culture can increase job satisfaction, which then increases work motivation. Thus, the relationship between organizational culture and work motivation may be mediated by other variables such as job satisfaction or employee engagement.

H 5: Motivation influences employee performance

There is no direct influence between work motivation (Z) on Employee Performance (Y) with a path value of 0.184 and a significance of 0.300. Therefore, hypothesis 5 is rejected.

There is no direct influence between work motivation (Z) and employee performance (Y). This statement shows that an increase or decrease in work motivation is not directly related with increased or decreased employee performance in the context studied. That is, although employees may be more motivated, this does not automatically or directly cause them to perform better or be more productive. Although there is no direct effect, there may be an indirect effect mediated by other factors. For example, work motivation may indirectly affect performance through variables such as job involvement, training, or skills development. In other words, work motivation may need to be combined with other factors to truly improve employee performance. These results suggest that improving work motivation alone may not be enough to improve employee performance. Companies may need to identify and strengthen other factors that play a role in improving performance, such as training, the work environment, or reward systems.

H 6: Work environment and organizational culture influence employee performance through work motivation.

From the research results it is known that work motivation (Z) cannot mediate between the work environment (X1) and organizational culture (X2) on employee performance (Y).

The results of the study indicate that work motivation (Z) cannot mediate the relationship between work environment (X1) and organizational culture (X2) on employee performance (Y). This means that although a good work environment and strong organizational culture can increase employee motivation, the increase in motivation does not significantly impact their performance. In other words, the work environment and organizational culture have a more direct influence on employee performance without going through work motivation as an intermediary variable.

One of the main causes of this phenomenon is the existence of other factors that are more dominant in determining employee performance, such as individual skills, management systems, and policies related to compensation and incentives. In some situations, employees can still show good performance without significant increases in motivation, especially if there are supporting work facilities, organized work systems, and conducive work relationships. In addition, external factors such as work targets and pressure from the company can also determine performance more than intrinsic motivation.

The implications of these findings confirm that improving employee performance does not only depend on work motivation, but also on other aspects such as a conducive work environment and appropriate company policies. Therefore, performance improvement strategies can be focused on improving work facilities, increasing the efficiency of work systems, and strengthening organizational culture to create a more productive environment.

CONCLUSION

If work motivation (Z) functions as a mediator, it cannot mediate the work environment (X1) and organizational culture (X2), which then affects employee performance (Y). In other words, although work motivation should be able to bridge the influence of the work environment and organizational culture on employee performance, in this case work motivation fails to carry out its mediation role. This suggests that there are other factors or mechanisms that more directly affect employee performance, or perhaps there are other aspects of work motivation that have not been taken into account that affect the effectiveness of the mediation. It is possible that the relationship between the work environment and organizational culture with employee performance is not entirely influenced by work motivation. For example, the work environment and organizational culture may affect employee performance through other mechanisms such as job satisfaction or managerial support. The relationship between variables may be more complex than expected, with dynamic interactions that influence each other so that work motivation cannot function as an effective mediator in all situations.

Suggestions

1. Conduct a cross-location comparative analysis to see whether work environment and organizational culture factors consistently affect employee motivation and performance across locations.
2. Design and implement an intervention program based on preliminary research findings. Evaluate its impact by comparing pre- and post-intervention outcomes using experimental or quasi-experimental methods.
3. Conduct longitudinal studies to measure changes in employee work motivation and performance over time and how these are influenced by the work environment and organizational culture.

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